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REPORT OF THE EXECUTIVE BOARD ON THE WORK OF ITS SECOND REGULAR SESSION OF 1994 (25-29 APRIL 1994)*

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* The present document is a mimeographed version of the report of the Executive Board of the United Nations Children's Fund on its second regular session (25-29 April 1994). The reports of the first regular session (23-25 February), annual session (2-6 May) and third regular session (21-23 September) will be issued as parts I, III and IV, respectively. The reports will be combined and issued in final form as Official Records of the Economic and Social Council, 1994, Supplement No. 14 (E/1994/34/Rev.1-E/ICEF/1994/13/Rev.1).

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I. ORGANIZATION OF THE SESSION

1. The Executive Board of the United Nations Children's Fund held its second regular session of 1994 from 25 to 29 April 1994 at United Nations Headquarters.

II. DELIBERATIONS OF THE EXECUTIVE BOARD

Opening remarks

2. In his opening statement, the Executive Director paid tribute to the UNICEF staff members who had been killed during the recent tragic events in Rwanda. Seven national staff and more than a score of their dependents had been senselessly murdered in what was the biggest single loss of UNICEF staff members in a single incident. The murdered Rwandan staff joined the honour roll of those who had given their lives in service to the world's children.

3. The Executive Director also paid tribute to Michael Shower, Counsellor to the Executive Director, who had died on 8 April. Throughout his career with UNICEF, Mr. Shower had been one of the "unsung heroes" of the child survival and development (CSD) revolution, and he would be sorely missed.

4. The Executive Board observed a moment of silence in honour of these individuals and many Board members expressed sympathy for their loss.

5. The Executive Director added that the events in Rwanda notwithstanding, UNICEF staff had returned to Kigali, the capital, to assess the situation and to arrange for the delivery of relief supplies. Similarly, UNICEF was doing its best in Bosnia and Herzegovina, especially for the besieged city of Gorazde.

Adoption of the agenda

6. The Executive Board adopted the following agenda for the session, as contained in document E/ICEF/1994/14/Rev.1, as orally amended:

Item 1. Opening of the session and statements by the Chairman and the Executive Director

Item 2. Adoption of the provisional agenda and organization of work

Item 3. Rules of procedure: report and draft proposals submitted by the Chairman of the Open-ended Working Group on the Rules of Procedure

Item 4. Report of the UNICEF/World Health Organization (WHO) Joint Committee on Health Policy

Item 5. Report of the United Nations Educational, Scientific and Cultural Organization (UNESCO)/UNICEF Joint Committee on Education

Item 6. Proposals for UNICEF cooperation and programme reviews

Item 7. Regional reports

Item 8. UNICEF policy for Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States
Item 9. Reports on field visits by the Executive Board

Item 10. International Child Development Centre

Item 11. Greeting Card and related Operations - 1994 work plan and proposed budget

Item 12. Greeting Card and related Operations - financial reports

Item 13. UNICEF financial reports

Item 14. Other business

Item 15. Closure of the session

7. One delegation said that according to the terms of reference for the administrative and management review of UNICEF, there should be informal consultations on the review during the second regular session and asked if the secretariat could schedule such consultations. The secretariat agreed to do so. Another delegation said that in the provisional agenda, too little time had been devoted to consideration of the 63 country programme recommendations submitted for approval. This important subject deserved more attention during the Board session. In addition, the purpose of the recent reforms had been to make the Executive Board function more efficiently, but from the agenda it appeared that the Board would be spending more time in meetings this year than it had before the reform. The delegation attached great importance to the challenge of implementing General Assembly resolution 48/162 of 20 December 1993. There was no contradiction between wanting to spend more time on country programmes and less in meetings in general. This meant instead that the Board should make better use of its time.

8. The secretariat said that of the 63 country programmes submitted to the Board for approval in 1994, only 17 were for full-length country programmes. However, of the five days of the session, the Board would be devoting more than two full days to the subject.

Rules of procedure

9. The Chairman of the Open-ended Working Group established by the Executive Board at its first regular session of 1994 (E/ICEF/1994/13 (Part I), decision 1994/R.1/3) informed the Board that after extensive consultations on the rules of procedure, the Working Group felt that further consultations would be necessary. On the recommendation of the Chairman of the Open-ended Working Group, the Board deferred consideration of the item until its annual session. (See chapter III, decision 1994/R.2/1 for the recommendation as adopted by the Executive Board.)

Report of the UNICEF/World Health Organization Joint Committee on Health Policy

10. The Executive Board had before it the report of the UNICEF/World Health Organization (WHO) Joint Committee on Health Policy (JCHP) (E/ICEF/1994/L.10). Virtually all delegations commended JCHP and UNICEF on the value and comprehensiveness of the report. JCHP also was cited as an important means of coordinating UNICEF and WHO health policies and programmes and as one of the most important and influential advisory bodies in the field of international health. A representative of WHO said that for over four decades, JCHP had been instrumental in developing health policies and strategies focusing specifically on children and women. He added that the Executive Boards of UNICEF and WHO had a critical role to play in supporting countries and communities most in need.

11. Many delegations questioned whether the Executive Board should note or endorse the JCHP report because of the comprehensiveness and the significance of the recommendations, which the Board would not be able to discuss in detail. Several speakers said that the Board had always endorsed the recommendations

made in JCHP reports to underscore the importance of their implementation; if the Board were only to take note of the recommendations, that would probably lessen the prospects for their implementation. A number of delegations said that because more time would be needed to study the recommendations, taking note of them would be appropriate and allow the Board to agree, in principle, to their implementation.

12. A number of individual delegations gave examples of issues that needed further consideration or resolution before they could endorse the recommendations. These issues included the need for health sector reform, the need to assess any possible financial implications and the feasibility of some of the short-term health goals as opposed to a focus on building sustainable systems for health care and delivery. One speaker stressed the primacy of the country programme approach, saying that priorities must be developed with the Government concerned at the country level. In a climate of uncertain financial resources, health priorities should take into account sustainable country programme priorities. Another delegation added that the JCHP report did not stress enough the intersectoral, socio-economic aspects of health.

13. The Executive Director said that JCHP had been in existence for some 45 years, and in that period the practice of the Executive Board had been not to treat JCHP reports as secretariat recommendations, but rather as recommendations of officially designated Board members and the Chairmen of the two agencies' governing bodies. The Board had always endorsed the recommendations and that practice should continue. If there were areas of the report with which Board members disagreed, the Board could address those questions. (See chapter III, decisions 1994/R.2/2 and 1994/R.2/4 for the recommendations as adopted by the Executive Board.)

Report of the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education

14. The Executive Board had before it the report of the United Nations Educational, Scientific and Cultural Organization (UNESCO)/UNICEF Joint Committee on Education (JCE) (E/ICEF/1994/L.13). A representative of UNESCO said that the two organizations had cooperated on many important projects for almost four decades, and the establishment of JCE in 1989 had been a significant achievement indicating a unique form of collaboration. In its four meetings, JCE had achieved its purpose, which was to facilitate a high-level exchange of views on strategies, approaches and new approaches in areas of mutual interest.

15. Several delegations commended the JCE report for its comprehensiveness. One speaker was pleased with the increasing importance given to education, as indicated in the report. Another speaker expressed concern about an over-emphasis on formal basic education, and said that more attention should be paid to informal adult education, especially extension services in remote areas. A third speaker said that her country, where significant progress was being made towards universal primary education, supported the work of JCE. Another delegation said that the proposal that JCE meet more frequently might downgrade the Joint Committee's effectiveness.

16. As was the case with the JCHP report, much of the discussion focused on whether the Board should endorse or take note of the recommendations contained in the report. Some were in favour of endorsement, while others favoured noting. Some delegations felt that taking note would lessen the prospects for implementation of the recommendations. It was proposed that the Board discuss the important recommendations and then proceed. The Executive Director said

that in the past, the recommendations of the Joint Committees were generally endorsed by the Board unless there were some areas of disagreement. (See chapter III, decisions 1994/R.2/3 and 1994/R.2/4 for recommendations as adopted by the Executive Board.)

Criteria for membership on the UNICEF/World Health Organization Joint Committee on Health Policy and the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education

17. The Executive Board had before it a background note and recommendation by the Executive Director on criteria for membership on JCHP and JCE (E/ICEF/1994/L.11). The Deputy Executive Director, Programmes, introduced the report, saying that at a time of increasing concern about the effectiveness of the United Nations system, the two Joint Committees were unique, the only committees that brought together members of governing bodies to make policy recommendations. He reviewed the history of the Joint Committees and the Executive Director's recommendation concerning the criteria for membership.

18. A number of delegations agreed with the Executive Director's recommendations that the Chairman of the Board should be an ex officio member of both Joint Committees, and that there should be five members, with appropriate professional qualifications, representing the five regional groups. Some speakers disagreed with the suggestion that alternate members must come from the same ministry or department as the member, although many agreed that the alternate should be from the same country as the member to ensure equitable geographic representation. Several delegations suggested that the question of the duration of membership of the two Joint Committees needed to be reviewed in the context of rotation of Board membership among the various regional groups. (See chapter III, decision 1994/R.2/5 for the recommendation as adopted by the Executive Board.)

Proposals for UNICEF cooperation and programme reviews and regional reports

Overall programme issues

19. The Deputy Executive Director, Programmes, presented an overview and introduction to the proposals for programme cooperation. He said that the "round-up" paper (E/ICEF/1994/P/L.3 and Add.1) served as a guide and financial summary of all the proposals before the Board, which totalled $329 million in new proposals for general resources and $614 million for new proposals for supplementary funding. The bulk of the recommendations were for short-duration "bridging" proposals that were designed to bring those programme cycles into harmony with the cycles of other United Nations agencies and, where appropriate, of Governments. This had been done in accordance with General Assembly resolution 47/199 of 22 December 1992 and was significant for field-level collaboration. He also outlined the process for preparing country programmes and the changes in the contours of those programmes, referring delegations to a report on the subject (E/ICEF/1994/CRP.26), as well as to the report of the Executive Director (E/ICEF/1994/2 (Part I, Part II and Add.1)) and the medium-term plan for the period 1994-1997 (E/ICEF/1994/3).

20. Most delegations stated that the overview was very helpful. Several speakers said that it was difficult to understand the context and patterns of the 1994 country programme recommendations without a more complete picture of the current pattern of UNICEF assistance to all country, interregional and global programmes. The secretariat replied that the overall picture for UNICEF financial assistance to all programmes was outlined in the Executive Director's

report. To facilitate future programme reviews, the secretariat was preparing an estimate of the number of country programmes to be presented to the Executive Board for 1995, 1996 and 1997 (E/ICEF/1994/CRP.32). The recommendations presented in any given year were based largely on government planning cycles and, therefore, did not usually present a balanced picture of total UNICEF assistance. A projection of the probable levels of general resources and supplementary funding proposals could be extrapolated from recent trends.

21. In response to a concern expressed about the higher proportion of funds proposed for area-based programmes than for nutrition in 1994 recommendations, the secretariat said that this year, general resources support to area-based programmes was prominent mainly because of two large programmes, Egypt and Ethiopia; these area-based programmes comprised support to local-level initiatives in the areas of health, nutrition, education and other basic services. To comments on the apparent slow acceleration of nutrition and water supply and sanitation programmes, the secretariat said that when supplementary funding and general resources funding were taken together, there was substantial support to nutrition, education and water supply and sanitation programmes.

22. The lack of a clear definition of "programme support" costs in the recommendations was mentioned, to which the secretariat said that programme support covered mostly project personnel costs and related services. The proportion of those costs in country programmes was decreasing and the definition of "programme support" would be refined.

23. One delegation asked to what extent and in which countries member agencies of the Joint Consultative Group on Policies (JCGP) had reviewed the proposed programmes of cooperation. The secretariat replied that increasingly, JCGP partners at the country level were participating in country programme planning exercises. In several cases, joint programme activities, such as the situation analysis, had been initiated. One delegation welcomed UNICEF measures for follow-up to General Assembly resolution 47/199, including harmonization of country programme cycles, the related "bridging" programmes and the planned move to common premises in some countries.

24. Questioned about the implications of a relative reduction of UNICEF support to the expanded programme on immunization (EPI), the secretariat said that UNICEF assistance to EPI since 1990 reflected mainly the increased political commitment and capacity of some countries to expand and sustain immunization efforts. The reduction of UNICEF assistance to immunization activities corresponded to the estimate in the medium-term plan approved by the Executive Board.

25. Many delegations supported interventions aimed at improving the health and status of women. However, a number of speakers expressed concern about the lack of reference to collaboration with non-governmental organizations (NGOs) in some of the country programme recommendations. African delegations in particular expressed alarm at the impact of the HIV/AIDS pandemic and the growing number of AIDS orphans, and urged more UNICEF assistance in this area.

26. One delegation expressed strong reservations about the practice of having the Executive Board review country programme recommendations grouped by regions and proposed that they be reviewed in depth one by one. A few other speakers expressed similar concerns that the Board had yet to discover the best way to review the recommendations. A mid-term review of country programmes might afford the Executive Board with a better opportunity to contribute to planning of new country programmes, or perhaps the Board could review simultaneously

proposals for UNICEF, the United Nations Development Programme (UNDP) and the United Nations Population Fund (UNFPA) programmes for specific countries to help ensure complementarity. It was also stated that some UNICEF country programme recommendations presented descriptions that were too general and did not always state clearly if the proposed programmes built on national priorities. There was too much focus on short-term goals and not enough attention to capacity-building. In addition, monitoring and evaluation were not sufficiently systematic and they should have separate programme budget items. Several delegations stated that the regional reports should be improved because they were not sufficiently analytical and did not have a standardized, analytical format. Thus, they were of limited use. Several delegations thanked the secretariat for the report on the country programme process (E/ICEF/1994/CRP.26).

27. The secretariat said that one example of enhanced participation of Board members in the country programme planning exercises was that recipient Governments sometimes invited bilateral donors to participate. The secretariat also would consider the suggestions of delegations for a common framework for the regional reports. (See chapter III, decision 1994/R.2/8 for the recommendation as adopted by the Executive Board.)

Africa

28. The Board had before it 10 full country recommendations for Africa, 11 short-duration recommendations, 7 recommendations for additional general resources to fund already approved programmes and 3 recommendations for supplementary funds without recommendation for funding from general resources, as summarized in document E/ICEF/1994/P/L.3 and Add.1. Presentations were made by the Regional Directors for Eastern and Southern Africa and West and Central Africa and the UNICEF Representative in Zimbabwe.

29. Several delegations expressed their appreciation for the UNICEF contribution to CSD in Africa, particularly at a time of severe economic crisis. African delegations expressed regret over increasing "donor fatigue" and appealed for continued assistance from the international community. The issue of Africa's international debt burden and its debilitating effect on the prospects for sustainable development was raised by many African delegations. They called on the United Nations system and the donor community to cooperate in finding solutions to the debt crisis. Of particular concern was the debt owed to international financial institutions such as the African Development Bank, the International Monetary Fund and the World Bank.

30. Several delegations emphasized that efforts for sustainable development in the region had to take into account the effects of structural adjustment policies and the recent devaluation of the CFA franc (franc de la Communauté financière africaine) (franc of the African Financial Community). In this context, several African delegations stressed that the resources allocated to Africa by UNICEF represented only a small part of what was required to achieve the mid-decade goals and the goals for the year 2000. UNICEF was commended by several delegations for acting as a catalyst for mobilizing resources from Governments and donors.

31. One delegation stressed the importance of synergism between area-based programmes and national interventions, both of which supported the overall strategies of capacity-building and empowerment as presented in most country programmes. Another delegation reiterated its support to Africa as a region of high priority, saying that the reduction of vaccine-preventable diseases had

been successful and the challenge was to ensure that it would continue in a sustainable way, perhaps through the expansion of the Vaccine Independence Initiative.

32. Several African delegations expressed regret over present resource constraints and stressed the need for increased financial support from the international community to complement domestic efforts to prioritize human development. These delegations suggested various approaches to mobilize additional resources, including more debt swaps and debt relief for human development priorities; UNICEF was commended for the actions taken to date in this area. New partnerships between the public and private sectors also were called for and delegations appealed to the donor community to support national programmes of action (NPAs) and the "20/20" initiative. Several delegations requested increased supplementary funds to support UNICEF country programmes.

33. Some delegations highlighted the ramifications of subregional emergency situations, particularly with respect to the influx of refugees in neighbouring countries. Other delegations said that the empowerment of women was critical to the achievement of overall country programme objectives. It was noted that poverty among women was an important factor leading to the spread of AIDS and that high fertility rates reinforced the vicious cycle of poor maternal health and nutrition and poor child health. In addition, women's heavy workloads contributed to their overall poor health. Programmes for women should not add heavy burdens on women.

34. The UNICEF programme in Zimbabwe was commended for its focus on capacity-building and empowerment. The close working relationship between UNICEF and a bilateral donor on child feeding and water supply and sanitation programmes in that country during the drought in Southern Africa was cited as a positive example of multilateral/bilateral cooperation. Several speakers said that this type of cooperation should be strengthened. Another delegation commended the Zimbabwe programme for its emphasis on institutional development and the shift to rehabilitation from emergency activities. Speakers said that the presentation by the UNICEF representative clarified the importance of women's empowerment for attainment of overall programme objectives. One speaker suggested that there should be more funding for women's programmes in Zimbabwe. Peer education was commended as a means of targeting youth and of promoting of gender equity. With respect to health programmes, it was stated that while their focus was on community health care, many of the activities focused on achievements rather than community-based actions.

35. Zimbabwe's planned shift in focus from service delivery to capacity-building in the light of the recommendations made in the multi-donor evaluations was applauded by one delegation. Another delegation noted the importance of the UNICEF contribution to the child feeding programme and stressed the importance of cooperation with local institutions for the women in development programme. A third speaker welcomed the programme's change in focus from short-term goals and activities to broader development needs. The speaker also welcomed the AIDS programme's clear objectives and specific protection and control activities and suggested that UNICEF provide greater support to the Zimbabwe National AIDS Control Programme. It also was stated that monitoring and evaluation of the country programme should be strengthened. A query was raised as to whether funding was assured for post-drought water supply and sanitation activities within the framework of rehabilitation and disaster preparedness. The UNICEF representative confirmed that funds were available for the next two to three years.

36. The UNICEF programme in Ethiopia was commended by one delegation for its focus on cooperation with the Government's decentralization initiatives. Another delegation said that the programme's emphasis on health was positive and a third speaker commended the programme's overall strategy. The programme was cited as a good example of targeting to community and district levels. One speaker found the proposed targets to be fairly ambitious, saying that activities related to implementation of the Convention on the Rights of the Child were vague and linkages with other United Nations agencies and bilateral donors seemed unclear. There were neither references to the essential drugs programme formulated by the Government of Ethiopia and implemented by WHO nor to how UNICEF activities would complement this programme. The same delegation welcomed the intent of the Government of Ethiopia to develop a country strategy note in line with General Assembly resolution 47/199.

37. One delegation said that the Kenya country programme had a good overall structure and strategic interventions, but expressed concerns that some projects seemed fragmented. Two delegations commended the programme for its focus on monitoring and evaluation activities, saying that the results of the lessons learned in the previous programme of cooperation should be applied in the implementation of the new country programme. Improvements in monitoring the impact and effectiveness of interventions would be important. Improved collaboration with other donors at the country level should include bilateral donors and address the possibility of sharpening the programme focus. Another speaker said that the programme's initiatives seemed somewhat disparate, but commended its participatory approach in the area of health. Given the resources allocated to advocacy, activities need to be outlined more clearly. One delegation said that the country programme should focus on removing obstacles to girls' participation in schools.

38. Regarding the UNICEF programme for Eritrea, more emphasis on education highlighting the linkages between education and health would be an improvement.

39. One delegation praised the careful mix of strategies chosen in the Mozambique country programme, particularly with respect to activities in the areas of health, education and water supply and sanitation. The programme should pursue improved cooperation with local partners, particularly NGOs. There was potential for UNICEF to expand coverage of services throughout Mozambique now that the war has ended. More attention should be paid to project sustainability, particularly with respect to follow-up in financial monitoring. Another delegation highlighted the importance of the country programme in relation to the consolidation of peace, harmony and national reconstruction in Mozambique. The strength of the proposed programme rested on its flexibility to respond to a fragile and unstable country situation, which was marked by a low level of human resource development. The programme formulation and preparation process had involved many other partners and reflected the existing consensus on how best to intervene in critical areas such as health, nutrition, water supply and sanitation, basic education, food security, information and social communication, and social planning.

40. One delegation expressed the view that the proposed short-duration country programme for Somalia appeared to be very ambitious and expressed the hope that modalities were being considered for handing over more of the country programme implementation to responsible local authorities.

41. The programme for AIDS orphans in Uganda was commended by one delegation, which also expressed concern about the management of the Angola programme and its overall coordination with other donors' programmes.

42. One speaker endorsed the Ghana programme, but requested clarification on the impact of the school water project. The programme's emphasis on basic education for girls was commended, but it was stated that the programme might require some revision in the light of new political developments in the country and the disbanding of the development committees.

43. With regard to the Burkina Faso programme, one delegation said that the proposal for a short-duration country programme did not reflect discussions held by UNICEF regional and country office in 1993 on the mid-decade goals. At that time, it had been recognized that the mid-decade goals were too ambitious and that there was a need for some countries, including Burkina Faso, to adjust those goals in line with their capacities to achieve them. Despite the stated need for programme integration, "verticalism" was still apparent. Furthermore, the recommendation did not provide sufficient information on how the issue of capacity-building would be addressed. The low budget allotment for education (12 per cent) did not reflect the stated priority for basic education. In addition, the HIV/AIDS and immunization programmes needed to be completed.

44. One delegation said that the recommendation for Benin did not provide information on its own role in providing health assistance to Benin, although collaboration with another donor was mentioned.

45. Another delegation said that although the country programme recommendation for the Niger mentioned the spirit of cooperation in the programme's planning process, as well as the intention to implement the programme in concert with other agencies, the planning process described solely the Government and UNICEF. The same delegation said that it, like the UNICEF programme in the Niger, emphasized the importance of basic education and girls' education, and expressed interest in working with UNICEF in this area, especially social communication. The recommendation referred to village development committees in the Niger, but the committees did not in fact exist and that part of the programme should be rethought.

46. Responding to those comments, the regional directors said that the UNICEF programme process included the participation of multilateral and bilateral donors, particularly during the mid-term reviews, country strategy meetings and reviews of the plans of operations. With respect to the Vaccine Independence Initiative, it was hoped that in the near future, South Africa could provide vaccines to other African countries at low or no cost; discussions were under way with Rotary International and South African authorities on such an initiative. Given the current situation in Angola, UNICEF would do more to increase the supply of vaccines and vitamin A as well as the use of oral rehydration therapy. The Ethiopia programme would capitalize on peace, democracy and stability, and expansion of immunization coverage would be a major focus. Given the drought in Ethiopia, both food and non-food assistance would be required.

47. The Eastern and Southern Africa Regional Office would liaise with representatives of donor countries in an effort to improve collaboration. Regarding debt relief, two meetings already had been held in 1994 with the World Bank and UNDP. The secretariat noted the concerns expressed about the need for more emphasis on education, but a shortage of supplementary funds to support these efforts had constrained programme initiatives to date. (See chapter III, decision 1994/R.2/6 for the recommendations as adopted by the Executive Board.)

The Americas and the Caribbean

48. The Executive Board had before it three full country programme recommendations, one recommendation for a short-duration country programme, four recommendations for additional general resources to fund already approved programmes and one recommendation for supplementary funds without a recommendation for funding from general resources, as summarized in document E/ICEF/1994/P/L.3 and Add.1. In a brief overview, the Regional Director for Latin America and the Caribbean outlined the region's social, economic and political situation, progress towards the mid-decade goals and goals for the decade, cooperation with other organizations and programme trends. The senior programme officer of the UNICEF programme in Brazil made an in-depth presentation on that programme.

49. One speaker said that Latin America and the Caribbean was a complex region for UNICEF activities. The region's paradox was that many countries were consolidating economic development and democracy, while there remained large numbers of vulnerable groups and there was a need to sustain social investment. UNICEF was correct in rethinking and adapting its policies in the region, differentiating between different types of countries: those such as Guyana and Haiti, where meeting basic needs was still a major challenge; and the majority of countries, where UNICEF should support government strategies for capacity-building to accelerate and sustain progress towards the goals. In those countries, UNICEF, with its limited resources, should support national strategies and stress sustainability, empowerment and social communication programmes such as the one proposed for Argentina. Another delegation added that historically, the region received a small proportion of UNICEF general resources (between 11 and 12 per cent), but that UNICEF had used innovative and creative programmes and had cooperated with non-traditional partners, providing "seed money" and generating other resources.

50. One delegation said that poverty was acute in the region, with 192 million people living in absolute poverty. Another delegation added that the documentation did not show adequately the significant economic differences between countries in the region.

51. There was widespread support for the country programme recommendations before the Board. Several speakers recommended that UNICEF give more consideration to programmes related to the control of HIV/AIDS, while one speaker expressed concern about the high levels of maternal mortality and the low rates of breast-feeding in the region. Some delegations also referred to the fact that abortion was a major cause of maternal mortality and agreed that this was a complex problem. The importance of basic education was emphasized by a number of delegations, and one delegation urged UNICEF not to overlook non-formal education approaches.

52. In response to concerns expressed about low breast-feeding rates in the region, the regional director said that these could be attributed in part to migration from rural to urban areas and to women's increased participation in the labour force. At the same time, it was stated, medical schools needed to emphasize further the importance of breast-feeding. The resistance of some multinational corporations to end the free distribution of breast-milk substitutes was another concern.

53. Some delegations said that UNICEF resources for the region were limited, although the mobilization of resources from internal sources as well as from international financial institutions was becoming an important feature of UNICEF

cooperation. Similarly, UNICEF was facilitating cooperation between countries in the region. This was highlighted in the Nariño Accord, which had resulted from the Second Meeting on Children and Social Policy in the Americas (held at Santa Fe de Bogotá, Colombia, in April 1994), and which several speakers said was a very positive step towards the achievement of the goals of the World Summit for Children in the region. One delegation called for legislation to ensure implementation of the Convention on the Rights of the Child, saying that democracy benefited children. Another delegation welcomed strengthened UNICEF cooperation with the Inter-American Development Bank as it was increasing investment in the social sector.

54. One delegation requested information on the situation of the Structural Adjustment Facility for Latin America and the Caribbean (SAFLAC). Another delegation commented on the positive impact of SAFLAC on the formulation of a broader social communication and mobilization programme in Argentina. The regional director said that SAFLAC was "alive and well" and that 80 per cent of its funds for 1994 already had been committed, with about 30 per cent of that amount already expended. Responding to other comments, the regional director said that in Honduras, SAFLAC had been instrumental in the provision of technical assistance to the Programme for Family Funding and the Honduran Fund for Social Investment. SAFLAC also had been valuable in providing "seed money" to mobilize funds from other sources such as the World Bank and government-funded "compensatory" programmes. Another delegation queried the nature of UNICEF cooperation with the above-mentioned compensatory programme in Honduras.

55. Another speaker said that the report on programme development in the Americas and the Caribbean region (E/ICEF/1994/7) did not contain enough information on the Caribbean subregion. The report also did not provide enough information on children in especially difficult circumstances in Latin America and the Caribbean, which was considered a serious omission. Many Caribbean countries faced such problems as street children and children with AIDS. The regional director acknowledged the need to include more information on the Caribbean in future regional reports. With regard to AIDS in the region, the regional director explained that programmes were under way in cooperation with the Pan American Health Organization and that AIDS-related programmes had been developed in the Caribbean, Honduras, Chile and Colombia. In addition, AIDS prevention was being addressed through women's health programmes. The regional director also said that UNICEF was participating actively in the Conference on Small Island Developing Countries currently taking place in Barbados.

56. A number of speakers commented on the proposed country programme for Brazil. One delegation said that while the country could generate funding internally, it had questions as to whether the large amount of recommended supplementary funding could be raised. Other delegations said that the recommendation provided insufficient information and requested clarification as to how the proposed country programme would support achievement of the goals. One delegation expressed disappointment that the programme paid little or no attention to HIV/AIDS. Several other speakers praised the programme's originality, attention to social mobilization and focus on community empowerment. More information was requested on the strategic choices made in the programme. Some African delegations expressed satisfaction with Brazil's technical assistance for African Portuguese-speaking countries.

57. One delegation cited UNICEF regional collaboration with the International Labour Organization on the problem of child labour and recommended that this type of cooperation be pursued elsewhere. Another delegation asked why the

important area of child rights received such small amounts of general resources. A third delegation requested additional information on services for emergency situations when children's rights had been violated.

58. To the concerns expressed about raising supplementary funds for the Brazil programme, the senior programme officer said that the country had successful experiences with local fund-raising. UNICEF and the Government were confident that a high proportion of the proposed supplementary funds could be raised through national and bilateral support. He added that UNICEF supported activities on HIV/AIDS through NGOs and the Council for Children's Rights.

59. Concerning the recommendation for Guyana, some delegations asked why there was no specific women in development component in the programme. One speaker asked why the budget allocation for programme support costs was higher than that for the health programme. Another speaker said that the proposed programme seemed quite broad, given the funds available. One delegation requested additional information on how the new programme planned to improve targeting of service coverage and strategies for sustainability. The regional director said that women's empowerment was an important strategy of the programme, but that there was no separate component because women's issues had been incorporated into all programme elements. The amount allocated for programme support covered technical assistance for all programmes, including health, and because the Guyana programme did not have an administrative budget, all staff costs were charged to project funds. Hopefully, increased supplementary funding would increase the total proportion of funds for the health programme.

60. With reference to the programme for Paraguay, one delegation referred to the country's high levels of maternal mortality and requested clarification on the country programme's strategy to reduce them. Another delegation said that the recommendation for Mexico was too general.

61. Responding to a comment on Haiti, the regional director said that in response to the emergency situation, UNICEF had intensified its regular programme of cooperation. Although there had been a low level of donor response to an appeal by the Organization of American States and the United Nations, UNICEF had borrowed $1 million from the Central Emergency Revolving Fund and released $500,000 from the Emergency Programme Fund. These funds had been used for immunization and child survival activities. (See chapter III, decision 1994/R.2/6 for the recommendations as adopted by the Executive Board.)

Middle East and North Africa

62. The Executive Board had before it two full country programme recommendations, four recommendations for short-duration country programmes and two recommendations for additional general resources to fund already approved programmes, as summarized in document E/ICEF/1994/P/L.3 and Add.1. The Regional Director for the Middle East and North Africa (MENA) presented the country programme recommendations, saying that because of emergency situations in the region, additional resources would be required, as would strengthening of the country programme process and increased collaboration between the public sector, NGOs, United Nations agencies and donors. The UNICEF Representative in Egypt made an in-depth presentation on the proposed programme.

63. Several delegations expressed appreciation for the regional overview and the presentation on the proposed programme in Egypt. Many delegations from the region stressed their commitment to implementation of the Convention on the Rights of the Child and the Pan-Arab Plan for Children. As the Convention has

been ratified by most of the countries in the region, UNICEF should support advocacy efforts for its implementation.

64. A number of delegations expressed gratitude for UNICEF support to emergency situations, particularly its work to alleviate the suffering of Palestinian children. Speakers commended the programmes for Palestinian women and children in Lebanon, the Syrian Arab Republic and the West Bank and Gaza for being broad-based and for their focus on capacity-building. The short duration of the programmes proposed this year would allow for adjustments during the transition. One delegation noted with approval the programmes' emphasis on empowerment and advocacy. Some speakers said that the various programmes should be harmonized to reflect the changing political situation in the region. A unified programme would produce more constructive results. UNICEF was encouraged to liaise closely with the 800 NGOs active in the social sector so as to avoid duplication and to promote consensus-building.

65. The regional director said that negotiations on the programme for Palestinians were under way and that agreements on the nature of UNICEF cooperation would be in accordance with United Nations policies and procedures.

66. One delegation expressed concern about the small provisions made for psycho-social health and remedial education for youth affected by the intifadah. The delegation cautioned UNICEF against investing heavily in basic education before school curricula had been formulated. The importance of peace education and education on conflict resolution for communities was stressed by another delegation. The regional director agreed about the need for more programmes for psycho-social trauma, saying that the region had considerable expertise and capabilities in this area. In addition, stress management counselling was being provided not only to UNICEF staff but also to government staff and other partners.

67. Delegations expressed admiration for the work of the UNICEF staff in northern Iraq, especially during the past winter, and supported continued collaboration with the United Nations Department of Humanitarian Affairs (DHA). Other delegations said that UNICEF should monitor services carefully and the distribution of goods, particularly in the north, as the programme was still in its infancy. Consideration should be given to the neediest regions. Some delegations questioned the rationale of giving preference to particular regions when the whole country was affected. This would be in contravention of the Convention on the Rights of the Child.

68. Several delegations expressed support for the Egypt country programme. Board members who had visited Egypt as part of the recent field trip (see paras. 102-112 below) said the trip had been a positive experience. One delegation voiced approval for the programme's setting of measurable goals to evaluate progress. Some speakers commented favourably on the emphasis given to women and girls and to the promotion of breast-feeding. Close monitoring of gender policy to ensure outreach to grass-roots levels was recommended. Communities should be involved in all aspects of projects.

69. The programme's focus on underserved areas such as Upper Egypt was commended by one delegation. It was pointed out that the programme planning process had involved the Government, UNICEF, other donors and universities. One delegation which had participated in that process said that during the consultative group meeting, questions had been raised about the linkages between strategies and programmes, and requested more information on the expected impact. The large number of UNICEF staff in Egypt suggested that UNICEF might

be duplicating local government functions. On the subject of breast-milk substitutes, one delegation stressed that legislation against the distribution of breast-milk substitutes was important for the success of the programme.

70. Concerning the Yemen country programme, one delegation cited the country's 40 per cent decline in immunization coverage, which raised concerns about the sustainability of the UNICEF programme. Coordination with Governments and partners should be given priority in order to promote capacity-building. The same delegation expressed concern about countries that had ratified the Convention on the Rights of the Child but had not yet begun to comply with its provisions. The regional director attributed the drop in immunization levels to a reduction in external assistance following the Gulf War and the slow harmonization process between the northern and southern parts of Yemen since their reunification in 1990.

71. One delegation expressed appreciation for UNICEF activities in the Sudan, particularly for children in especially difficult circumstances and the education of displaced children. UNICEF was advised to avoid a "hit and run" approach to the delivery of emergency goods and services. Mechanisms for supervision and follow-up should be strengthened and the emphasis should be on sustaining the quality of emergency operations. The regional director stressed that sustainable development activities were always a component of UNICEF-supported programmes for relief and rehabilitation.

72. The delegation of one donor country commended UNICEF for having provided assistance to Tunisia for 40 years. With UNICEF support, Tunisia had made considerable progress in immunization of children and women and control of diarrhoeal diseases. It was important that the programme emphasized national capacity-building and supported other government priorities, particularly overcoming low enrolment of girls and high female illiteracy in rural areas. (See chapter III, decisions 1994/R.2/6 and 1994/R.2/7 for the recommendations as adopted by the Executive Board.)

Asia

73. The Executive Board had before it two recommendations for full country programmes, three recommendations for short-duration country programmes and two recommendations for supplementary funds without recommendations for funding from general resources, as outlined in document E/ICEF/1994/P/L.3 and Add.1. The Regional Directors for East Asia and the Pacific and for South Asia presented the country programme recommendations.

74. Many delegations expressed appreciation for the presentations made by the regional directors and for UNICEF assistance. Several delegations from the region reaffirmed their commitment to implementing the Convention on the Rights of the Child and achieving the goals for children for the decade, and also highlighted the central role of NPAs in their overall development efforts. They emphasized the importance of promoting social mobilization, community participation and the mobilization of political will. Three delegations referred to related initiatives of the South Asian Association for Regional Cooperation and stressed the importance of regional cooperation.

75. One speaker said that although South Asia as a whole had made tremendous progress, the region still required special attention because it had the largest number of people in poverty and the highest rate of child malnutrition in the world. One delegation expressed the hope that despite the decrease in the proportion of poor people in the two regions, UNICEF would continue to intensify

its assistance in the social sector, as the absolute numbers of the poor had increased. A number of delegations emphasized that concerted efforts would be required by Governments, NGOs and the donor community to implement and sustain implementation of NPAs.

76. There was general support for the country programme recommendations. Regarding the Bangladesh country programme, the delegation of one donor country reported that its representatives had participated in the strategy discussions. Several delegations commended the programme's emphasis on improving child nutrition and one delegation asked if indicators to measure progress would be developed. Speakers cited the programme's emphasis on integrated community development, but one delegation appealed for priority to be given to improving the status of women and girls, which it said was neglected in Bangladesh. The same delegation also requested more gender-specific statistics. Another delegation suggested that the nutrition programme should be merged with the family planning programme. The Regional Director for South Asia said that the Bangladesh programme, which was based on the nutrition strategy, provided a positive example of improved coordination among donors. Addressing the concern about the status of women and girls, he emphasized the UNICEF commitment to spearheading gender-specific activities.

77. Several delegations commented favourably on the Thailand country programme in general and on its HIV/AIDS prevention programme in particular, stressing the necessity for close collaboration with NGOs. In view of the increasing levels of infection, delegations from the region noted that the programme could become a focus for interregional cooperation. The success of government efforts in the area of sustainable development also was noted. UNICEF support would help Thailand to meet the special needs of minority groups and displaced persons.

78. One delegation expressed disappointment that the regional report on East Asia and the Pacific (E/ICEF/1994/8) did not include more information on countries in the Pacific. Those small island countries had unique problems, such as the impact of salination on their water supplies, and UNICEF should target its interventions to their unique development needs. The regional director said that UNICEF was very concerned about the problems of small island developing States and was following the progress of the conference currently taking place in Barbados. In addition, prospects were very good for achieving the mid-decade goals in the Pacific Islands.

79. Concerning Afghanistan, one delegation said that the recommendation did not reflect the country situation accurately and asked how UNICEF was able to operate effectively. Basically, United Nations agencies had been involved in providing emergency assistance, while UNICEF said it was going into the rehabilitation and reconstruction phase. The delegation requested clarification, including whether UNICEF was coordinating its efforts in this area. The same delegation also inquired about the conditions of the 500 hand-pumps that had been installed with the assistance of UNICEF in 1992. Many delegations expressed their appreciation to the UNICEF staff working in difficult circumstances as in Afghanistan. The Regional Director for South Asia said that UNICEF assistance in some parts of the country has shifted from emergency to support for rehabilitation. In those areas, for example, 95 per cent of the hand-pumps were operational. UNICEF provides assistance for the installation and maintenance of hand-pumps.

80. Regarding the Cambodia programme, one speaker asked about the role of UNICEF in enhancing the Government's coordination capacity. Another speaker said that the Cambodia programme was moving from a focus on rehabilitation to

development initiatives aimed at strengthening cooperation at provincial and local levels. The Regional Director for East Asia and the Pacific explained that UNICEF had assisted in the establishment of coordinating committees for donor assistance and that two technical advisers had been assigned to Cambodia's planning and health ministries. Other advisers were helping to coordinate assistance in the country's five provinces in collaboration with a national NGO.

81. With respect to the programme recommendation for Maldives, one delegation asked how family planning was being addressed in the context of the goals for the decade. The speaker said that family planning should be given greater priority in Maldives as a means of reducing the maternal mortality rate. The regional director said that support for maternal and child health (MCH) services was the major vehicle for family planning in the Maldives.

82. One delegation endorsed the Mongolia programme and its aims to prevent further deterioration of social services during the country's transition to a free market economy.

83. A number of delegations expressed reservations about the human rights situation in Myanmar. One delegation said that effective development required a supportive enabling environment based on good governance and human rights. However, carefully targeted humanitarian assistance focused on basic development needs at the community level was required. The recommended UNICEF education programme should remain clearly focused at the community level and UNICEF must ensure that the programme assisted the intended target population. Other speakers expressed support for the proposed education programme and added that the Executive Board was not the forum for addressing political issues and that women and children in need should be assisted with impartiality. One delegation said that impartiality required a fair view of the situation in Myanmar, based on the reports of the regional offices and of countries' embassies, and that these should be reviewed in 1995 when the entire country programme would be submitted to the Board. The regional director confirmed that all UNICEF-assisted activities in Myanmar reached target communities and benefited the most needy children and women.

84. The Regional Director for East Asia and the Pacific said that family planning was being addressed in the context of the goals for the decade through interventions such as safe motherhood, basic education, information, education and communication and support for family planning services. The MCH/family planning approach was reflected in programmes in China, India, the Lao People's Democratic Republic and the Philippines. The UNICEF-assisted programme in China was being implemented in collaboration with UNFPA and WHO.

85. On the question of prioritizing achievement of goals over interventions for capacity-building, the Regional Director for South Asia stressed that both interventions were important. Service delivery and capacity-building should be designed so that poor people were empowered to sustain the goals. The systems for service delivery in South Asia were very strong. (See chapter III, decision 1994/R.2/6 for the recommendations as adopted by the Executive Board.)

Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States: policy review and consideration of country programme recommendations

86. The Executive Board had before it a report on UNICEF policy for Central and Eastern Europe, the Commonwealth of Independent States (CIS) and the Baltic States (E/ICEF/1994/L.12), as well as five recommendations for short-duration country programmes and a recommendation for an area office for the former Yugoslavia, as summarized in document E/ICEF/1994/P/L.3 and Add.1. Introducing the policy review, the Executive Director said that the proposed UNICEF policy for the region would involve the development of a regional strategy and a programme of technical support to complement country-level action.

87. Most delegations expressed support for the proposed UNICEF policy for the region. Some delegations from the region urged that the policy be implemented immediately in order to alleviate the suffering of children and women caused by the economic and social reforms under way in many of the countries. In this context, a number of delegations expressed appreciation for the intensification of UNICEF involvement in the region. Many speakers said that in the light of the information provided by the recent UNICEF regional monitoring report, "Central and Eastern Europe in Transition: Public Policy and Social Conditions", a strengthened regional approach was timely and justified.

88. While supporting the Executive Director's proposal to create a regional strategy and support team, many delegations stated that funds should not be diverted from developing countries for activities in the region and that supplementary funds should be the major source of funding for the regional programme. Several delegations said that donors should earmark additional special funds for countries in the region so as not to reduce contributions for developing countries. Several delegations from donor countries confirmed that additional special funds were being made available for countries in Central and Eastern Europe, the CIS and the Baltic States.

89. The Executive Director replied that funds allocated to those countries would not be diverted from developing countries. UNICEF would make every effort to see that the increased support for this region was not at the expense of programmes in the developing world and would further advocate that donors provide funds for the region that did not compete with official development assistance.

90. A number of delegations expressed reservations about the Executive Director's proposal that New York be the interim location of the regional support team and requested further clarification on this matter. Speaking generally, one delegation said that temporary solutions in organizations tended to become permanent. Other delegations said that locating the support team in New York might generate initial cost savings, but in the longer term might prove to be more costly and less effective. Several speakers said that a number of major partners, including WHO, the office of the United Nations High Commissioner for Refugees (UNHCR), DHA and bilateral organizations, were based in Geneva. It was suggested that the secretariat report to the Executive Board after one year on the issue of relocation of the regional support team.

91. The Executive Director noted that many delegations had endorsed the proposed policy for the region and recognized the need to strengthen the organization's capacity to respond and to accelerate UNICEF assistance for the needs of women and children. With a more unified strategy and consolidation of resources, UNICEF could move forward to assist children in this part of the

world. The proposal to locate temporarily the regional support team in New York was judicious and reflected the UNICEF commitment to meeting a major challenge. In the long term, the UNICEF regional support team would be located in one of the countries of the region. This would be reflected in the administrative and programme support budget for 1996-1997, to be submitted to the Executive Board in 1995.

92. Some delegations said that the temporary nature of the economic and social problems associated with the transition should not preclude a role for UNICEF in addressing longer-term planning to meet the needs of children. One delegation stated that the region provided UNICEF with unique opportunities for innovation and to disseminate lessons learned to other parts of the world. Another speaker said that a holistic approach to development assistance in the region was appropriate. The importance of capacity-building, training of local personnel and transfers of information were stressed by one delegation.

93. Delegations from different regions stressed the universality of the UNICEF global mandate. There was general agreement that there were significant differences between the situation of children in countries in the region, requiring that UNICEF employ flexibility and a country-by-country approach as warranted. A number of delegations commented favourably on UNICEF country-level initiatives and on the ability of UNICEF to adapt to differing circumstances. Several delegations from the region expressed appreciation for the rapid and effective responses of UNICEF to the urgent needs of children and women made possible by a contribution from the Government of Canada. Some delegations said that despite modest funds and limited human resources, UNICEF had carried out substantial work in the region. Other delegations expressed appreciation for the joint UNICEF/UNESCO community rehabilitation project for children and families affected by the Chernobyl disaster, supported with funds from the German Committee for UNICEF.

94. Many delegations stressed the importance of inter-agency cooperation and encouraged UNICEF to enhance further its collaboration with other United Nations agencies to ensure an integrated approach. One delegation said that UNICEF should continue to play a key role in cooperation with other donors in vaccine security for the region, which would be consistent with an overall strong inter-agency role for UNICEF. Because the issue of improved donor cooperation was a generic concern for all United Nations agencies and other donors, it was suggested that the classification of criteria for assistance to countries by different United Nations agencies be taken up at the next session of the Economic and Social Council. Regarding eligibility for UNICEF assistance, one delegation suggested that periodic reviews would be warranted in order to determine the type of UNICEF assistance to be provided to countries, whether emergency support, rehabilitation or a regular country programme.

95. The Deputy Executive Director, Programmes, introduced the country programme recommendations for the region. Delegations expressed their appreciation for the work of UNICEF in the republics of the former Yugoslavia, endorsed the recommendations and welcomed the approaches taken. Other speakers said that there should be more country-specific strategies and objectives. Some delegations stressed the need for further cooperation with DHA and for programmes for children with psycho-social trauma.

96. One delegation supported the recommendation for Bosnia and Herzegovina, but said that UNICEF should adopt a flexible approach in that country. There should be better coordination through information-sharing with other United Nations

agencies, NGOs and the European Union. The programme should emphasize the importance of breast-feeding.

97. Another delegation said the programme proposed for the Federal Republic of Yugoslavia (Serbia and Montenegro) was too broad and that many parts of the population would be hard to reach. UNICEF should work more closely with NGOs than government counterparts and should try to work with the minority populations in Kosovo and Sanjak.

98. Regarding the proposed programme for Georgia, one delegation said that there was an urgent need to extend humanitarian assistance to the country. However, the proposed programme had broad objectives and in view of the logistic difficulties involved, UNICEF should focus on fewer priorities, including immunization and the control of acute respiratory infections.

99. The Deputy Executive Director, Programmes, thanked the delegations for their support. He said that the countries of the former Yugoslavia basically shared the same situations, but as they were now separate countries, it was politically appropriate to present separate country programme recommendations. The UNICEF programmes had been prepared bearing in mind the uncertainty in region.

100. The UNICEF Special Representative for the Former Yugoslavia confirmed the need for good inter-agency coordination; UNICEF was working with UNHCR, WHO, the World Food Programme (WFP) and other agencies. UNHCR had been designated the lead agency and DHA was involved mainly in the preparation of joint appeals. UNICEF maintained close collaboration with NGOs in the field of psycho-social activities.

101. The Executive Director said that UNICEF had made a special effort to work closely with United Nations agencies, bilateral donors and NGOs and agreed that cooperation with WHO, UNDP, WFP and UNESCO should be intensified. (See chapter III, decisions 1994/R.2/6 and 1994/R.2/9 for the recommendations as adopted by the Executive Board.)

Reports on field visits by members of the Executive Board

102. The Executive Board had before it the reports of field visits made by two groups of Board members, one to Egypt and Morocco in the MENA region and the other to Brazil and Nicaragua in the Americas and Caribbean region (E/ICEF/1994/CRP.6/Rev.1). The reports were introduced by members of the teams that had made the visits. Many delegations agreed that such visits were valuable for Executive Board members and provided an orientation to UNICEF country programme cooperation.

103. One delegation suggested that such visits should not take place during such national events as elections so as to allow more time to observe programme activities. Another delegation stated that visits should probably be longer and involve less protocol with government authorities.

104. Many delegations said that the objectives and results of the field visits should continue in order to enable Executive Board members to become more familiar with UNICEF country and subnational programme activities. It would be difficult not only to present a comprehensive review of programmes of cooperation, but also to prepare an appropriate set of recommendations.

105. However, a number of delegations said that the visits and the resulting reports should be used in a more systematic way to help improve UNICEF cooperation. The reports contained many useful suggestions which could be utilized by UNICEF. Another delegation suggested that the objectives of the visits should be refined.

106. Most delegations said that insufficient time had been allocated for the preparation of the reports. One delegation also requested that the contents of the reports should be more carefully checked before the reports were published. It was the sentiment of most delegations that the field visits gave Board members an opportunity to expand their knowledge of UNICEF country operations and to share this knowledge with other Board members. One delegation requested more information on family planning activities in the countries visited.

107. Several speakers who commented on the field visit to Egypt complimented UNICEF staff work for their considerable experience and dedication. A number of delegations cited the good working relationship between the Government of Egypt and UNICEF, both the main office in Cairo and sub-offices. One delegation said that there was very good coordination between UNICEF and its Government's aid mission in Egypt. The need for coordination and cooperation among multilateral and bilateral agencies was stressed by one delegation. One delegation also pointed out that Egypt's NPA had been incorporated into its National Development Plan. One speaker who had participated in the visit stated that Egypt had a good approach to sustainable development. The speaker added that the field visits would be even more valuable if there was a sharper focus on key programme issues. In Egypt, UNICEF should be either a mobilizer or catalyst as it did not have sufficient funds to finance programmes nationwide. The same delegation also said that field trips for Board members should continue to be aimed at sensitizing members to UNICEF country programme operations. One delegation said that it would use the report of the mission to enhance implementation of its country's NPA, which was a priority, as well as of the Convention on the Rights of the Child.

108. One delegation said that although there was good cooperation between the Government of Morocco and UNICEF, the rural health programme needed some improvement. In addition to literacy and income-generation programmes, the programme should include activities for the greater empowerment of women. Another delegation said that the presence of UNICEF staff at subnational locations in Egypt helped to promote sustainability of programmes, whereas this was not equally the case in Morocco. In addition, despite coordination among bilateral and United Nations agencies at the national level, greater efforts needed to be made by UNICEF to institutionalize the programmes with the Government. Another delegation cited a reference in the report to a vast potential for UNICEF cooperation, without further elaboration. More elaboration of specifics of the potential would have been helpful.

109. One speaker who had visited Brazil and Nicaragua praised those programmes and said that the pre-departure briefing with the UNICEF Programme Division had been helpful. In Nicaragua, there was potential for UNICEF involvement on the Atlantic coast and in the country's north-east region, and there were untapped local resources for children's programmes. Thus, UNICEF advocacy should be strengthened. Another delegation suggested that the timing for the visit to Brazil had not been optimal because a national election was under way. Another delegation suggested that UNICEF should ensure that the field trips did not overlap with UNDP field trips. One delegation requested some clarifications on the report on Brazil. The delegation said that a pre-departure briefing mission with the Permanent Missions of Brazil and Nicaragua to the United Nations would

have given the Board members an idea of the two Governments' perspective on their cooperation with UNICEF. Nevertheless, the Government of Brazil was pleased with the success of the visit.

110. The delegation of Nicaragua stated that the report on the visit to Nicaragua was very general and made no reference to UNICEF work with national agencies. The report did not provide the Board with much information on the status of the cooperation or present recommendations on how to improve UNICEF cooperation with Nicaragua.

111. The Director of the Programme Division stated that the discussion on the purpose of the field visits had been very helpful to the secretariat. The objectives of providing orientation and sharing impressions of UNICEF cooperation were being achieved and the secretariat was utilizing the reports of the field visits. Both reports reflected the teams members' knowledge of the four country programmes and the challenges for UNICEF cooperation in each country. In addition, the reports from both groups would be shared with the respective country offices and would provide a useful reference to the representatives. However, it should be remembered that the purpose of the visits was familiarization and not to serve as a basis for programme audits or programme evaluation.

112. On the question of coordination among United Nations agencies at the country level in the MENA region, the regional director said that a memorandum of understanding with WHO provided the basis for frequent programme coordination meetings at regional and country levels. The Director of Programme Division agreed with the suggestion of one delegation that pre-departure briefings could be improved, inter alia, by requesting the United Nations missions of the countries concerned to brief the team members on their country situations.

International Child Development Centre

113. The Executive Board had before it a recommendation for a three-year extension for the International Child Development Centre in Florence, Italy (E/ICEF/1994/L.9). The Director of the Centre gave a brief presentation.

114. Virtually all delegations expressed their appreciation for the Centre's achievements. They were particularly impressed with the high quality of the studies undertaken on subjects as varied as structural adjustment in Africa, the implementation of the Convention on the Rights of the Child and social policies in Central and Eastern Europe. Delegations expressed gratitude to the Government of Italy for providing most of the funding for the Centre since its inception in 1988; the Governments of Canada, Finland and Sweden also were commended for their assistance. The Centre's Director was praised for encouraging intellectual growth and professionalism among UNICEF staff.

115. One delegation said that the progress report had helped to clarify the Centre's role within UNICEF. Another speaker that the progress report did not elaborate sufficiently on the impact of the research on the policies and work of other institutions. Improved visibility of the results of the Centre's work in the international community would help to enhance its impact on policy. One delegation said that increased emphasis on outreach activities should not divert attention from the Centre's primary mandate for research.

116. The Centre's focus on research on decentralization of NPAs was favourably cited by a number of delegations. Some delegations said that it was imperative that the Centre maintain its academic freedom and that its research should

reflect the realities of the country programmes. One delegation stated that the Centre tended to focus on issues of national rather than international policy importance, and expressed support for the proposal to increase attention to poverty alleviation, productive employment and social integration. One speaker suggested that studies should be undertaken on psycho-social trauma affecting children exposed to armed conflicts in the Horn of Africa, as this could provide a blueprint for future interventions, and said that its Government was willing to provide additional financial support for operational research in this field.

117. Another delegation stressed the importance of ensuring wide dissemination of the results of research undertaken by the Centre. The limited number of translations of the Centre's publications in official languages of the United Nations was cited as a concern as this tended to limit the use of the studies in certain countries. A delegation from Africa stated that many developing countries could not afford to buy the publications and suggested that special rates be offered to those countries. The Centre should hold some of its seminars in regional offices to strengthen cooperation with UNICEF regional and country offices and to allow Governments and other national groups to participate.

118. One delegation requested clarification regarding the reference in the recommendation to the modest use of general resources funding, particularly because of the policy that the "upkeep and basic staff" of the Centre is to be funded solely from supplementary funds. The Director explained that an example of such access to general resources was the funding of part of a special project approved by the Executive Board for the monitoring of social conditions and policies in Central and Eastern Europe. It was emphasized that the use of general resources in such situations would continue to be quite modest. The Centre would continue to finance its basic staff and upkeep exclusively from supplementary funds.

119. With respect to the issue of academic freedom, the Director stated that the Centre was faced with balancing academic freedom with addressing areas of immediate concern for UNICEF. He invited the Executive Board to provide suggestions regarding the criteria for the selection of research themes, as cited in paragraph 39 of the report before the Board. Regarding seminars in regional and country offices, he said that two seminars supported by the Centre had been held in Arusha, United Republic of Tanzania, and Casablanca, Morocco, and agreed with the delegations that had expressed interest in closer ties with regional and country offices. The Centre had distributed many publications in the developing world at affordable prices, but there were fewer translations than was desirable because of financial constraints. However, French and Spanish editions would be given special consideration because of the relatively large number of developing countries using those languages. (See chapter III, decision 1994/R.2/10 for the recommendation as adopted by the Executive Board.)

Greeting Card and related Operations

120. The Executive Board had before it the Greeting Card and related Operations (GCO) work plan and proposed budget for 1994 (E/ICEF/1994/AB/L.6), the GCO financial report and accounts for the 1992 season for the year ended 30 April 1993 (E/ICEF/1994/AB/L.5) and the provisional report of the 1993 season covering the period 1 May 1993-30 April 1994 (E/ICEF/1994/AB/L.4).

121. The Deputy Executive Director, External Relations, highlighted the importance of the unique role and objectives of GCO within UNICEF, as well as

its important relationship with the private sector, which is becoming a major source of income for UNICEF.

122. The Director, GCO, introducing the reports, attributed the success of GCO to the support of the National Committees for UNICEF and their volunteers through their role in generating funds for UNICEF programmes through product sales and private sector fund-raising.

123. Many delegations commended GCO for its achievements in the previous year, including the streamlining of its field office structure and the refocusing of its financial and human resources towards priority countries; its proposal to establish regional support centres and the delegation of authority and responsibility closer to the markets; the consolidation of its production facilities and the transformation of the production and distribution facilities in Singapore and Rio de Janeiro, Brazil, into regional support centres; and the proposal to establish the Market Development Programme (MDP) along the lines of the successful Fund-raising Development Programme (FDP).

124. Delegations spoke favourably of the recommendations regarding the GCO field office structure. The reduction of 38 posts and the recommendation to focus on 10 priority field offices was an example of the efficiency of GCO, which would allow it to be more responsive to its major markets. Speakers also expressed approval for the proposal to convert the existing production and distribution centres in Rio de Janeiro and Singapore into regional support centres. Because of the technical nature of the support the centres would provide and the need for close liaison with GCO headquarters, the centres should report directly to GCO. The centres would assist the GCO major markets to capitalize on existing opportunities to raise more funds for UNICEF programmes.

125. One speaker questioned the cost-effectiveness of switching production to New York and Geneva. The Director, GCO, explained that the basis of the decision to consolidate production was the implementation of the recommendations of the studies on field offices and production facilities and to benefit from economies of scale resulting from larger print runs.

126. While many delegations commended GCO on the increased sales volume and the reversal of stagnating sales, based on the provisional 1993 campaign results, they said that the budgeted volume still had not been met. Because of this fact and the difficult economic conditions in the major GCO markets, such as Europe, some delegations said that the projections for volume and gross proceeds for 1994 were optimistic and should be revised. In order to reverse this sales trend, there should be increased market research and investments to assist partners. Speakers endorsed the proposal for MDP for a five-year period, and one delegation added that MDP also should be available for field offices. The Director, GCO, said that while MDP would be available to National Committees, GCO would make funds available to field offices through its research and development budget.

127. Many delegations complemented GCO on the documentation and its transparency. Some delegations added that because of the commercial nature of GCO and the changing business environment, additional historical data should be available when the GCO budget was reviewed by the Executive Board. In future, the budget should include information on the evolution of income and expenditures and key performance indicators over a five-year period, including the provisional results of the preceding year when they became available.

128. Speakers said that the GCO figures should be reviewed on an annual basis before the Executive Board could approve its work plan and budget. One delegation said that because of its commercial nature, GCO should be run like a business and, therefore, it could not support the proposal to change to a biennial budget. There were advantages to changing the GCO budget year to conform with the calendar year, which would facilitate its conforming to the same budget year as other UNICEF divisions. However, GCO should review the issue further in conjunction with the timing of Executive Board sessions and the impact of more provisional results becoming the basis for the GCO year-end closure, and present its findings to the Board at a future session.

129. Delegations said that the FDP had been successful and had assisted National Committees in undertaking tests and campaigns that otherwise would not have been possible. One delegation recommended that GCO review the possibility of establishing a revolving fund. The Director, GCO, said that GCO would study the proposal and report on its findings to the Executive Board in 1995.

130. Some delegations requested that GCO develop performance indicators for private sector fund-raising activities similar to those established for product sales to facilitate performance monitoring. The Director, GCO, agreed to provide this information starting with its 1993 financial report.

131. A number of delegations expressed disappointment that the question of GCO office accommodation was not being discussed at the current session. One delegation recommended that GCO not move from its existing office space until a complete study had been done on the future location for GCO. Many delegations said that GCO offices should be located close to the major markets, including Europe, and referred to the possibility of improved efficiency and reduced costs in a consolidated GCO. It was suggested that a National Committee/UNICEF task force review the different alternatives for a future GCO location, and the secretariat agreed. The secretariat said that the GCO accommodation issue had been scheduled for the third regular session in September 1994 because the report first would have to be reviewed by the Advisory Committee on Administrative and Budgetary Questions in May 1994.

132. Some delegations expressed concern about the delay in the implementation of Executive Board decision 1993/24 (parts C.1 and C.2) on the use of GCO-supported income from field offices for in-country, supplementary-funded programmes. The Director, GCO, said that UNICEF was developing the related procedures, which were expected to be released shortly. It was requested that UNICEF report to the Board at its third regular session of 1994 on the status of the implementation of the decision.

133. Delegations congratulated GCO for its positive investment in the Central and Eastern European National Committee Development Programme, which they said had already contributed to increasing card sales and strengthened the presence of UNICEF and its activities in the region. Despite its temporary economic difficulties, the region offered good potential for GCO and the programme should be extended. One speaker recommended that GCO expand the programme to assist newly forming National Committees. (See chapter III, decision 1994/R.2/11 for the recommendation as adopted by the Executive Board.)

UNICEF financial reports

134. The Executive Board considered the financial report and statements for the biennium year 31 December 1993 (E/ICEF/1994/AB/L.7), the report to the United Nations Board of Auditors and Advisory Committee regarding General Assembly

resolution 48/216 (E/ICEF/1994/AB/L.3) and the review of expenditures in excess of commitments and unspent commitments for completed projects (E/ICEF/1994/AB/L.10). The Deputy Executive Director, Operations, introduced the reports.

135. One delegation commented that although the financial statements were not the audited version, they were still very useful. The delegation appreciated the timely issuance of the financial statements and found the new statement on liquidity position very helpful. The secretariat informed the Executive Board that the Board of Auditors had just completed their audit and had accepted the statements as presented in the Board document. Delegations could consider all the figures in the financial statements to be final for the 1992-1993 biennium.

136. One delegation took note of the favourable measures taken by UNICEF to comply with General Assembly resolution 48/216 and the recommendations of the Board of Auditors. The same delegation asked the secretariat why it had taken UNICEF so long to issue the accounting instruction pertaining to cash assistance to Governments. The secretariat detailed several actions taken by UNICEF well before the accounting instruction had been issued, which had resulted in cash assistance reports being submitted regularly by field offices and analysed at headquarters. The accounting instruction had been prepared specifically in response to the audit recommendation that a separate input code be used for cash assistance to Governments. Although this seemed a simple recommendation, the effects on field offices' and headquarters' computer systems had to be considered fully before the accounting instruction could be issued. The secretariat confirmed that both the Financial Circular and the Accounting Instruction specifically prohibit the issuance of new advances unless all previous cash assistance has been liquidated.

137. One delegation asked if the instructions on non-expendable property were being followed. The secretariat confirmed that except for one field office, all other offices had submitted their latest reports on non-expendable property.

138. Another delegation asked how the secretariat was dealing with the audit recommendation to discontinue the payment of salary allowances and other cash incentives to government employees involved with the implementation of UNICEF-assisted programmes. The secretariat responded that in a recent management letter, the auditors had reconsidered their position. The auditors now recommended that, in view of the absence of uniform procedures and pending the establishment of a United Nations system common policy on the payment of salary supplements, interim procedures should be established to streamline the practice in line with UNICEF programme strategies. UNICEF had issued interim procedures and, following the release of the JCGP study in May, the secretariat would inform the Board of the result of the study along with a new UNICEF policy on the issue.

139. Two delegations observed that expenditures had exceeded income during the 1992-1993 biennium. The secretariat explained that this was exactly what was planned in UNICEF financial medium-term plans for the period as a strategy to reduce cash balances. Delegations should refer to the financial section of the medium-term plan (E/ICEF/1994/3) which would be discussed by the Board at its annual session the following week. That document showed how planned expenditures had been adjusted based on the latest income forecasts and contained a full description of how future spending plans would affect UNICEF cash balances.

140. One delegation asked about the adequacy of the liquidity policy and what deficit was safely acceptable in the current biennium. The secretariat explained how the financial plan set planned expenditures at a level that would reduce the convertible currency general resources cash balance to an amount equal to the current liquidity guideline by the end of 1995. To do that, expenditures would exceed income by $49 million for the 1994-1995 biennium. As to the adequacy of the 10 per cent liquidity guideline, the secretariat was not proposing any changes. However, some major government donors had been paying their general resources pledges later in the year than in the past and if this trend continued, UNICEF might have to reexamine the liquidity policy.

141. One delegation was concerned that in the light of the large increase in emergency expenditures, the percentage of resources available for nutrition had decreased. The secretariat responded that most of the expenditures labelled as emergency were in fact used for the usual UNICEF programme priorities in the areas of health, nutrition, water supply and sanitation, etc., but were executed in countries in emergency situations. The secretariat expressed concern that the education sector was underfunded, reminded delegations that there were over $400 million in approved programmes for supplementary funding in education and encouraged donors to support those programmes as well as emergency programmes.

142. One delegation asked why overexpenditures on programmes were still occurring despite the lock-up facility in the global field support system. The secretariat explained how the lock-up facility had been successful in helping field offices reduce overexpenditures, although there remained some factors beyond the control of field offices that caused overexpenditure. It was those uncontrollable factors, such as exchange rate fluctuations, that caused the overexpenditures reported in E/ICEF/1994/AB/L.8.

143. One delegation asked about the large amount of unspent balances on some global funds programmes. The secretariat responded that this was not the result of under-implementation, but rather the result of a one-time adjustment following a general clean-up of the accounts. With the adoption of the new biennial budget for global funds, all outstanding unspent balances on previous global funds allocations had been shifted back to the global fund account and the total unspent balance as at 31 December 1993 had been cancelled.

Other business

UNICEF Maurice Pate Award

144. The Executive Board had before it an information note on the criteria for nomination and selection procedures for the Maurice Pate Award (E/ICEF/1994/L.16), which had been prepared in response to decision 1994/R.1/5 (E/ICEF/1994/13 (Part I)). The Deputy Executive Director, Programmes, introduced the document, saying that at the end of 1993, the Bureau had discussed the adequacy of the criteria for the Award. In addition, at the Board's first regular session of 1994, some delegations had expressed concern about maintaining an equitable geographical balance among the nominees. All the nominees were deserving, but it would be regrettable if the criteria were to become too mechanical, quantified or based on check-lists. The process of nomination and selection over the past few years advanced the work of UNICEF by recognizing the distinguished contributions for children of individuals, institutions and organizations. The criteria for the Award were broad guidelines, not a check-list for the exclusion of worthy nominees.

145. The Executive Director's recommendations were approved without comment by the Executive Board. (See chapter III, decision 1994/R.2/12 for the recommendation as adopted by the Executive Board.)

UNICEF support to the proposed United Nations joint and co-sponsored programme on the human immunodeficiency virus/acquired immunodeficiency syndrome

146. The Executive Board had before it a recommendation for UNICEF support to the proposed United Nations joint and co-sponsored programme on HIV/AIDS, (E/ICEF/1994/L.14), as well as a report of the WHO Director-General and the text of the resolution adopted by the WHO Executive Board on HIV/AIDS programmes (E/ICEF/1994/L.15).

147. Virtually all delegations were in favour of UNICEF involvement with the inter-agency group that was to formulate the proposed programme. However, many said that it would be the Economic and Social Council which, at its July 1994 session, would make a clear, coordinated policy decision in support of the proposed programme. Although the inter-agency working group had productive discussions, many important issues remained to be considered. The Council would need to decide how the programme would be governed and what the roles of Member States would be in its governance, how the programme would be financed and priorities set within the budgets, and how the programme's governing structure would relate to the Council and the agencies' governing bodies.

148. Several delegations said that it would be inappropriate for the Executive Board, on behalf of UNICEF, to try to micromanage the negotiation process with the six United Nations agencies concerned; rather, the secretariat should continue its work. One speaker suggested that the Executive Board could provide broad guidance concerning UNICEF participation in the inter-agency working group.

149. Some speakers stressed that particular attention had to be paid to the empowerment of women, particularly adolescent girls. The proposed programme should stress country-level activities and should not create a large bureaucratic structure. Improved coordination between all parties at the operational level was viewed as crucial. All participating United Nations agencies would continue their individual activities and the proposed programme would focus on coordination. Given the scarcity of resources, one delegation called for closer cooperation with and between bilateral, multilateral and NGOs and among United Nations agencies and organizations. Funding for the proposed programme should come from agencies' regular budgets. All of the agencies should focus on development of the capacities of countries to deal with HIV/AIDS. The resident coordinator should be responsible for coordination of the proposed programme at the country level. It also was suggested that different methods of programme execution should be considered according to different countries' needs and the comparative strengths of various agencies.

150. With respect to governance, several delegations said that there should be strong organizational synergy between the six participating agencies to enable them to respond to the various needs of countries. This would suggest that the programme should have a strong, multisectoral focus. Each of the six agencies would have an appropriate role to play, and effective inter-agency coordination will be an important issue. In this context, most delegations emphasized that a clear, efficiently managed governing structure would be essential. The conceptualization of an appropriate coordinating board for the programme seemed to be moving forward satisfactorily.

151. The Deputy Executive Director, Programmes, said there was a consensus of opinion between most delegations and the secretariat. A clear mandate for the programme and clearly defined priorities were essential in order to have a programme approach which would be holistic and yet be able to respond to diverse country situations and needs. Country-level coordination of the programme should be undertaken within the framework of General Assembly resolution 47/199. (See chapter III, decision 1994/R.2/13 for the recommendation as adopted by the Executive Board.)

Request for additional funds for the administrative and management study of UNICEF

152. The Executive Board considered the Executive Director's request for an increase in the budget for the administrative and management review of UNICEF (E/ICEF/1994/AB/L.13). Recalling that the Executive Board had approved the revised proposal for the review (E/ICEF/1994/13, decision 1994/R.1/6) and set a ceiling of $1,000,000 for the work, she informed the meeting that based on a more detailed review of the revised terms of reference approved by the Board, it was estimated that a small increase in the budget for the review would be required. As requested, detailed information on the estimated budget had been provided to Executive Board members through correspondence from the Executive Director dated 20 April 1994. Therefore, the Executive Director was requesting Board approval for an additional amount of $107,000 to cover the costs of the review, bringing the total amount to be allocated from the approved 1994-1995 administrative and programme support budget to $1,107,000. She added that the entire amount was covered from savings.

153. Several delegations felt that the Executive Board needed to maintain a "window of opportunity" for dialogue on the management study between the Board and the consultants and suggested the establishment of an open-ended working group to monitor the progress of the study. The secretariat supported the proposal and felt that the management study would benefit from ongoing Executive Board involvement. The secretariat suggested the possibility of expanding the proposal on accountability made by the open-ended working group on follow-up to the multi-donor evaluation, which would be discussed at the annual session.

154. Delegations were very appreciative of the pro bono contribution of the consultants engaged to conduct the study.

155. One delegation was concerned about the management study's tight schedule. The secretariat said that the consultants remained committed to the schedule and that progress on the study, including the issue of accountability, would be discussed at the third regular session in September.

156. While supporting the requested increase, some delegations asked if savings were possible in such areas as staff costs. The secretariat responded that the budget was realistic and was the amount required to support the study. Full details on staff costs had been provided at the first regular session and were required for a full-time coordinator of the study and a secretary.

157. The recommendation for additional funds for an administrative and management review of UNICEF (E/ICEF/1994/AB/L.13) was approved by the Executive Board, with the proviso that the Executive Board would establish an open-ended working group to ensure ongoing Board involvement in the review. (See chapter III, decision 1994/R.2/14 for the recommendation as adopted by the Executive Board.)

Adoption of recommendations to the Executive Board

158. The Executive Board met on Friday, 29 April, to take action on draft recommendations that had emanated from informal consultations held during the session.

159. Regarding the draft decision on the country programme consideration and approval process (see chapter III, decision 1994/R.2/8), which was introduced and adopted by consensus during that meeting, one delegation said for the record that it was clear that the guidelines of General Assembly resolutions 47/199 of 22 December 1992 and 48/162 of 20 December 1993 were outside the specific mandate of UNICEF and other organizations for operational activities.

160. There was a lengthy discussion on the draft recommendation on the UNICEF policy for Central and Eastern Europe, the CIS and the Baltic States. One delegation had reservations about basing the regional support team at UNICEF headquarters in New York. Although, according to the secretariat, this was supposed to be a temporary arrangement until an appropriate regional field structure could be put in place in line with UNICEF operations in other regions, the speaker felt that from the outset the team should be located at Geneva along with many of the other humanitarian agencies. There was concern that the temporary arrangement might become a permanent one. The secretariat explained that UNICEF had four staff members working full-time on emergencies at the Geneva Office and that their functions would be expanded to handle some of the work for this region. It was further clarified that it was up to Board members to ensure that the present arrangement was temporary, if they so decided. (See chapter III, decision 1994/R.2/9 for the recommendation as adopted by the Executive Board.)

161. A draft recommendation on assistance to Palestinian children and women was submitted by one delegation for Board approval. While supporting the general thrust of the draft recommendation, several delegations expressed reservations about approving it at the end of the session without having had the opportunity to consult with their capitals. It should have been presented according to proper Board procedures. Several other speakers said that the text was unnecessary as the monitoring exercise requested therein was already covered by previous Board decisions, and reiterated their concern about the working methods of approving programmes. It duplicated what had been done earlier and cut across the Board's own deliberations on the rationalization of work. However, they would not block consensus. (See chapter III, decision 1994/R.2/7 for the recommendation as adopted by the Executive Board.)

162. Following informal consultations on the draft resolutions contained in the GCO work plan and proposed budget for 1994 (E/ICEF/1994/AB/L.6), Board members were advised that because a revised text was not available, they could either approve the draft resolution as orally amended, but without interpretation services, or wait until the following week when the text would be available in all official languages. Although speakers appreciated the efforts of those Board members who had participated in the informal consultations, they felt that the revisions were too substantial for Board approval at that time. Therefore, following further discussion, it was decided to include this item in the provisional agenda of the annual session of 1994. (See chapter III, decision 1994/R.2/11 for the recommendation as adopted by the Executive Board.)

III. DECISIONS ADOPTED BY THE EXECUTIVE BOARD AT ITS SECOND REGULAR SESSION OF 1994

Decision 1994/R.2/1. Rules of procedure

The Executive Board

Decides to include an item on "Rules of procedure" in its provisional agenda of the annual session of 1994.

Decision 1994/R.2/2. UNICEF/WHO Joint Committee on Health Policy: report on the special session held at the headquarters of the World Health Organization, Geneva, 27-28 January 1994

The Executive Board,

Reaffirming the continued validity of the technical inputs provided by the UNICEF/WHO Joint Committee on Health Policy (JCHP),

1. Takes note with appreciation of the report of the special session of the UNICEF/WHO JCHP held at WHO Headquarters in Geneva on 27-28 January 1994 (E/ICEF/1994/L.10);

2. Endorses the recommendations contained in the report as guidelines for programming and for coordination and cooperation between WHO and UNICEF in the area of health, with due consideration to country-specific situations, national plans and priorities, and the provisions of the Convention on the Rights of the Child;

3. Looks forward to a more substantive discussion of this report in the context of the further elaboration of the UNICEF health strategy at the third regular session of the Board.

Decision 1994/R.2/3. UNESCO/UNICEF Joint Committee on Education: report of the fourth meeting held at the headquarters of the United Nations Educational, Scientific and Cultural Organization, Paris, 14-15 April 1994

The Executive Board,

Reaffirming the continued validity of the technical inputs provided by the UNESCO/UNICEF Joint Committee on Education (JCE),

1. Takes note with appreciation of the report of the fourth meeting of the UNESCO/UNICEF JCE held at UNESCO Headquarters in Paris on 14-15 April 1994 (E/ICEF/1994/L.13);

2. Endorses the recommendations contained in the report as guidelines for programming and for coordination and cooperation between UNESCO and UNICEF in the area of education, with due consideration to country-specific situations and national plans and priorities.

3. Looks forward to a more substantive discussion of this report in the context of a further elaboration of the UNICEF education strategy at a future session of the Board.

Decision 1994/R.2/4. Reports on the special session of the UNICEF/WHO Joint Committee on Health Policy and on the fourth meeting of the UNESCO/UNICEF Joint Committee on Education

The Executive Board,

Having considered the reports of the Joint Committee on Health Policy (E/ICEF/1994/L.10) and the UNESCO/UNICEF Joint Committee on Education (E/ICEF/1994/L.13),

Decides to examine the mechanisms for the review and implementation of future recommendations emanating from the Committees at its first regular session of 1995.

Decision 1994/R.2/5. Criteria for Executive Board representation on the UNICEF/WHO Joint Committee on Health Policy and the UNESCO/UNICEF Joint Committee on Education

The Executive Board

1. Decides to reconstitute the composition of its membership on the joint committees as follows:

(a) Chairman of the Board (ex officio);

(b) Five members, elected in their personal capacity and representing the five regional groups, and five alternate members elected in their personal capacity from the same country as the members, bearing in mind the necessity for continuity;

2. Also decides that members and their alternates nominated by States should be senior persons with relevant professional and UNICEF Board expertise and experience, able to provide technical guidance and policy advice to the concerned organizations;

3. Further decides that representatives may not serve for more than two consecutive terms unless they become ex officio members.

Decision 1994/R.2/6. Proposals for UNICEF cooperation and programme reviews

The Executive Board

1. Approves the following recommendations of the Executive Director for programme cooperation as summarized in document E/ICEF/1994/P/L.3 and Add.1:

(a) $229,782,595 for general resources funding and $338,164,500 for supplementary funding for programme cooperation in Africa, as follows:

Country	Period	General resources	Supplementary funds	Document E/ICEF/1994/
Angola	1994-1995	4 091 479		P/L.30
Benin	1994-1998	5 500 000	13 101 000	P/L.9
Botswana	1995-1999	5 200 000	9 000 000	P/L.4
Burkina Faso	1994-1995	2 800 000	7 453 000	P/L.20
Cameroon	1995	597 120		P/L.31
Cape Verde	1995-1999	3 750 000	7 500 000	P/L.15
Central African Republic	1994-1997		2 938 000	P/L.35
Chad	1994-1995	2 832 000		P/L.20
Comoros	1995-1996	1 500 000	800 000	P/L.19
Equatorial Guinea	1994-1998	3 750 000	4 000 000	P/L.15
Eritrea	1995	1 500 000	4 060 000	P/L.19
Ethiopia	1994-1999	75 000 000	37 500 000	P/L.5
Ghana	1995	1 184 551		P/L.31
Ghana	1994-1995		2 327 000	P/L.35
Guinea-Bissau	1994-1997	3 750 000	6 200 000	P/L.15
Kenya	1994-1998	22 000 000	30 000 000	P/L.6
Liberia	1994-1996	3 000 000	12 000 000	P/L.20
Madagascar	1994-1995	4 322 000	7 400 000	P/L.19
Mauritius	1995	750 000		P/L.19
Mozambique	1994-1998	42 000 000	59 000 000	P/L.7
Niger	1995-1999	12 200 000	18 630 000	P/L.10
Sao Tome and Principe	1995	411 687		P/L.30
Senegal	1994-1996		2 037 000	P/L.35
Sierra Leone	1995	1 522 317		P/L.31
Somalia	1994-1995	5 200 000	49 962 000	P/L.19
South Africa	1994-1996	6 000 000	14 400 000	P/L.19
Swaziland	1994-1995	919 340		P/L.30
Togo	1994-1996	3 000 000	4 856 000	P/L.20
Uganda	1994-1995	5 202 101		P/L.30
Zambia	1994-1996	3 400 000	3 000 000	P/L.19
Zimbabwe	1995-2000	8 400 000	42 000 000	P/L.8

(b) $29,129,073 for general resources funding and $101,474,000 for supplementary funding for programme cooperation in the Americas and the Caribbean, as follows:

Country	Period	General resources	Supplementary funds	Document E/ICEF/1994/
Argentina	1994-1995	1 072 661		P/L.32
Argentina	1994-1995		3 000 000	P/L.36
Brazil	1994-2000	11 900 000	84 514 000	P/L.11
Chile	1994-1996	2 016 000	960 000	P/L.21
Guyana	1995-1999	3 750 000	3 000 000	P/L.16
Haiti	1995	1 541 405		P/L.32
Honduras	1995	1 032 757		P/L.32
Mexico	1994-1995	1 816 250		P/L.32
Paraguay	1995-1999	6 000 000	10 000 000	P/L.12

(c) $26,541,000 for general resources funding and $42,268,500 for supplementary funding for programme cooperation in Asia, as follows:

Country	Period	General resources	Supplementary funds	Document E/ICEF/1994/
Afghanistan	1995	5 500 000		P/L.22
Bangladesh	1994-1995		25 000 000	P/L.37
Cambodia	1994-1995	4 280 000		P/L.22
Maldives	1994-1998	3 750 000	2 550 000	P/L.17
Mongolia	1994-1996	2 261 000	900 000	P/L.22
Myanmar	1994-1995		1 568 500	P/L.37
Thailand	1994-1998	10 750 000	12 250 000	P/L.13

(d) $4,000,000 for general resources funding and $20,000,000 for supplementary funding for programme cooperation in Central and Eastern Europe and the new independent States, as follows:

Country	Period	General resources	Supplementary funds	Document E/ICEF/1994/
Bosnia and Herzegovina	1994-1995		8 000 000	P/L.24
Croatia	1994-1995		3 000 000	P/L.25
Federal Republic of Yugoslavia (Serbia and Montenegro)	1994-1995		3 000 000	P/L.26
Georgia	1994-1995	2 000 000	2 000 000	P/L.28
The former Yugoslav Republic of Macedonia	1994-1995		4 000 000	P/L.27
Area office for countries in former Yugoslavia	1994-1995	2 000 000		P/L.29

(e) $39,947,720 for general resources funding and $102,100,000 for supplementary funding for programme cooperation in the Middle East and North Africa, as follows:

Country	Period	General resources	Supplementary funds	Document E/ICEF/1994/
Djibouti	1994-1998	3 500 000	3 750 000	P/L.18
Egypt	1995-2000	30 000 000	50 000 000	P/L.14
Iraq	1995-1996	3 000 000	13 000 000	P/L.23
Palestinian women and children in:				
Lebanon	1995	350 000	350 000	P/L.23
Syrian Arab Republic	1995	200 000		P/L.23

Country	Period	General resources	Supplementary funds	Document E/ICEF/1994/
West Bank and Gaza	1994-1995	725 000	35 000 000	P/L.23
Sudan	1995	1 217 284		P/L.34
Tunisia	1995-1996	955 436		P/L.34

Decision 1994/R.2/7. Assistance to Palestinian children and women

The Executive Board,

Taking into consideration the new emerging situation in the Middle East, the need for an increase of assistance for Palestinian children and women, and the need to follow an integrated approach in this regard,

Requests that UNICEF monitor closely the rapidly changing opportunities to support Palestinian children and women, that it presents to one of the Board's 1995 sessions a review paper detailing UNICEF's programme needs and activities in the field of assistance for Palestinian children and women that might be indicated by changes in the situation, as well as measures that should be considered in response thereto; and that it makes an in-depth presentation on the matter.

Decision 1994/R.2/8. Country programme consideration and approval process

The Executive Board,

Recognizing that country programmes are the backbone of UNICEF country activities,

Recalling the provisions of General Assembly resolution 47/199 of 22 December 1992,

Stressing the importance of implementing the provisions of General Assembly resolution 48/162 of 20 December 1993,

Realizing that there is a need to improve the consideration and approval process of country programme recommendations,

Decides that the Board, at its first regular session in 1995, should discuss how to improve the working methods of the Board concerning the consideration and approval process of country programme recommendations.

Decision 1994/R.2/9. UNICEF policy for Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States

The Executive Board

1. Endorses the UNICEF policy for Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States as outlined in document E/ICEF/1994/L.12, paragraphs 1-13 and 15-16, while ensuring that support to those States is not to the detriment of country programmes for developing countries;

2. Encourages UNICEF to continue to collaborate closely with relevant United Nations and other organizations, in accordance with resolutions 47/187 of 22 December 1992, 47/199 of 22 December 1992, 48/209 of 21 December 1993 and other relevant resolutions of the General Assembly;

3. Urges UNICEF to support its activities in Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States with a regional presence to be established as soon as the necessary resources are approved by the Executive Board, and to this end, requests the Executive Director to include in the proposed 1996-1997 administrative and programme support budget, the global funds budgets and country programme proposals, as appropriate, to be discussed in 1995, proposals for regional and country support for these countries;

4. Requests, in the interim, that the Executive Director rationalize support to the region in a cost-effective and innovative way that ensures maximum effectiveness in the field, and that takes into account the plans of other United Nations agencies and comments made during the second regular session of the Executive Board in 1994, in particular on the role that should be played by the Geneva office from now until the establishment of a regional support team within the region, as well as the comments made by other delegations on the role of the New York office.

Decision 1994/R.2/10. International Child Development Centre

The Executive Board,

Having reviewed the report on the "International Child Development Centre: progress report and proposed activities for 1994-1996",

1. Authorizes a three-year extension for the Centre for the period 1994-1996, with a total allocation of $9.6 million in supplementary funding, of which 10.5 billion lire (approximately $6.3 million) has been pledged by the Government of Italy, for the Centre's core activities, with the remainder to be sought from other donors for specific activities;

2. Confirms that the maintenance and basic staff of the Centre continue to be fully funded from supplementary funds and that general resources be used by the Centre only for specific Board-approved actions and where other UNICEF offices request the Centre to undertake certain aspects of these actions on their behalf.

Decision 1994/R.2/11. Greeting Card and related Operations - 1994 work plan and proposed budget

The Executive Board

Decides to include an item on "Greeting Card and related Operations - 1994 work plan and proposed budget" in its provisional agenda of the annual session of 1994.

Decision 1994/R.2/12. Criteria and nomination and selection procedures for the UNICEF Maurice Pate Award

The Executive Board

Decides to maintain the revised criteria for the Maurice Pate Award as approved by the Executive Board in decision 1991/2 (ICEF/1991/15) and as contained in the annex to the information note of the Executive Director in document E/ICEF/1994/L.16.

Decision 1994/R.2/13. UNICEF support to the proposed United Nations joint and co-sponsored programme on human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS)

The Executive Board

1. Encourages the UNICEF secretariat to continue to participate actively in the ongoing negotiations among the secretariats of UNICEF, the United Nations Development Programme, the United Nations Educational, Scientific and Cultural Organization, the United Nations Population Fund, the World Health Organization and the World Bank to establish with urgency a United Nations joint and co-sponsored programme on HIV/AIDS to ensure that a proposal is put before the Economic and Social Council at its substantive session of 1994;

2. Supports UNICEF participation in the new United Nations joint and co-sponsored programme on HIV/AIDS;

3. Reaffirms that country coordination of the joint and co-sponsored programme should be undertaken within the framework of General Assembly resolution 47/199 of 22 December 1992;

4. Decides to transmit the present decision to the Economic and Social Council and to the secretariats of the other co-sponsoring organizations.

Decision 1994/R.2/14. Recommendation for additional funds for an administrative and management review of UNICEF

The Executive Board

Approves an additional amount of $107,000 to cover the costs of the review, bringing the total amount to be allocated from the approved 1994-1995 administrative and programme support budget to $1,107,000.

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REPORT OF THE EXECUTIVE BOARD ON THE WORK OF ITS 1994 ANNUAL SESSION (2-6 MAY 1994)*

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* The present document is a mimeographed version of the report of the Executive Board of the United Nations Children's Fund on its annual session (2-6 May 1994). The reports of the first regular session (23-25 February), second regular session (25-29 April) and third regular session (21-23 September) will be issued as parts I, II and IV, respectively. The reports will be combined and issued in final form as Official Records of the Economic and Social Council, 1994, Supplement No. 14 (E/1994/34/Rev.1-E/ICEF/1994/13/Rev.1).

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I. ORGANIZATION OF THE SESSION

1. The Executive Board of the United Nations Children's Fund (UNICEF) held its annual session at United Nations Headquarters from 2 to 6 May 1994.

Awards

UNICEF Maurice Pate Award

2. The 1994 UNICEF Maurice Pate Award was presented to the All-China Women's Federation for its exemplary leadership in promoting the well-being of children and women on a nationwide scale. The Award, decided upon at the Board's first regular session of 1994, cited the Federation's visionary approach, combining traditional practices with modern methods, as well as its use of a trained network of women's groups to promote health, education and children's rights and to improve the status of girls and women. Through its innovative strategies, it had been able to mobilize village and neighbourhood women from different ethnic and socio-economic groups, ultimately transforming sectoral projects into social movements. The Federation also had provided leadership in the enactment of laws to protect the rights of women and children, with its most outstanding results evident in the empowerment of women. Through mass literacy campaigns, skills training, leadership training and advocacy, the lives of millions of women had been transformed, with some 90 million women having received some form of skills training.

Staff Awards

3. The Deputy Executive Director, Operations, announced that the 1994 Staff Awards had been presented to the following: the staff of Operation Lifeline Sudan, as an example of a long-term humanitarian operation, who worked at great personal risk and in remote and isolated locations to maintain the flow of essential life-saving services for mothers and children; the staff of the Madras, India, office, for helping to place children's issues in the forefront of the public agenda in Tamil Nadu, a state with a population of almost 60 million; and the staff of the Mexico country office, under the leadership of Mr. Jorge Jara, for providing crucial support for mobilizing top-level political will for children.

Tributes

4. The Deputy Executive Director, Operations, as well as many delegations, paid tribute to staff members who had died in the past year in the service of children: Mr. John Wandayo, a national of Uganda, a UNICEF driver who was killed on 18 October 1993 in Kampala, Uganda, ambushed by unknown gunmen; Dr. Fred Musonge, of the Ugandan Ministry of Health, who was killed in the same attack; Mr. Kai David Lincoln, a 23-year-old national of the United States of America, who was seconded from the UNICEF Greeting Card and related Operations (GCO) to the United Nations Operation in Somalia, who was killed in Mogadishu when the car in which he was riding was ambushed; and at least five UNICEF staff members of Rwandan nationality, along with more than a dozen members of their families, who were killed during the first few days of the violence in that country in April 1994.

5. In addition, the Deputy Executive Director, Operations, mentioned three colleagues whose deaths had left the UNICEF family in mourning: Mr. Eiji Seiki, a national of Japan, who had held the post of Comptroller when he died in New York in May 1993; Mr. Michael Shower, a United States citizen and Counsellor to the Executive Director; and Mr. Robert Foscher, a French national and driver in Geneva.

II. DELIBERATIONS OF THE EXECUTIVE BOARD

Opening of the session and adoption of the agenda

6. The session was opened by the Chairman, who said that the annual session was a forum for the Board to discuss in depth and adopt important policy and operational decisions affecting child survival, protection and development. The Executive Director said that the Executive Board had dealt with the bulk of programme matters at its second regular session the previous week and, thus, members could focus on matters of policy and strategy, linking concerns for children's well-being to all the burning issues of development that posed challenges for the next century.

7. Prior to the adoption of the agenda, one delegation stressed the importance of implementing General Assembly resolution 48/162 of 20 December 1993, saying that the annual session required a focused, business-like discussion of issues, not a general debate. Although 1994 was a transition year, the clustering of agenda items, particularly items 4, 5, 6 and 7, on the report of the Executive Director (E/ICEF/1994/2 (Part I, Part II and Part II/Add.1)), the medium-term plan for the period 1994-1997 (E/ICEF/1994/3 and Corr.1), the progress report on follow-up to the World Summit for Children (E/ICEF/1994/12) and ensuring child survival, protection and development in Africa (E/ICEF/1994/L.4), respectively, gave the impression that the Board would hold a general debate. Agenda item 5, the medium-term plan, including the financial plan, was of a different nature than the other items in the cluster, requiring a separate, focused discussion. Only one half hour was scheduled for the Executive Director's response to issues raised on all four items; the discussion of the medium-term plan would require more time.

8. The secretariat replied that the four major reports were clustered for better management of time, as requested at the second regular session. All of the reports were broad in nature and interlinked. The annual session consisted of only four working days, plus one day for informal consultations. If the four reports were to be considered as separate agenda items, more time would be required. As presently scheduled, interested delegations could make a 10-minute intervention on the items that interested them. If separate interventions were to be made on each item, each delegation would need to take the floor several times.

9. One delegation said that there had been broad agreement at the first regular session that although there would be no general debate, clustering policy and interlinked items would give delegations from capitals a chance to speak on important issues. Several other delegations supported the agenda as proposed, in the interest of saving time. One speaker said that delegations already had prepared statements according to the provisional agenda. His delegation would be willing to adopt an interim arrangement, but not one that would alter the pattern completely.

10. One delegation favoured the proposal to separate agenda item 5, the medium-term plan, from the others in the cluster, but said that there was a full agenda and the session would last only one week. The speaker called for an informal meeting to discuss the medium-term plan, leaving the agenda as it stood. The secretariat stated that informal consultations on draft decisions had been scheduled for 5 May, and that perhaps part of the morning session that day could be devoted to the medium-term plan.

11. Several delegations said that they would make more than one intervention on the first cluster of items on the agenda, and that they would have preferred a separate agenda item for the medium-term plan. One delegation stated that a health specialist from his capital would focus on child survival and development (CSD) in Africa and the World Summit for Children, while the other items in the cluster would be discussed in a separate intervention.

12. One delegation said that at its first regular session, the Board had decided generally that items should be clustered, but had not agreed on specific time slots. In the future, there should be more consistency in the work of the Board.

13. The Executive Board adopted the following agenda, as contained in document E/ICEF/1994/1/Rev.1, as amended:

Item 1. Opening of the session and statement by the Chairman of the Executive Board

Item 2. Statement by the Executive Director

Item 3. Adoption of the provisional agenda and organization of work

Item 4. Report of the Executive Director

Item 5. Medium-term plan, including the financial medium-term plan, for the period 1994-1997

Item 6. Progress report on the follow-up to the World Summit for Children

Item 7. Ensuring child survival, protection and development in Africa

Item 8. Gender equality and empowerment of women and girls: a policy review

Item 9. UNICEF and the World Summit for Social Development

Item 10. Emergency operations, including the issue of land-mines

Item 11. Progress report and lessons learned from evaluations and studies in UNICEF

Item 12. Analysis of the responses received on the issues covered in the multi-donor evaluation and results of the open-ended working group

Item 13. Issues for discussion at the Economic and Social Council

Item 14. Adoption of decisions

Item 15. Other business

Item 16. Concluding remarks and closure of the session

14. One delegation suggested that the layout of the meeting room was not conducive to an open dialogue and asked the secretariat about the status of finding alternate conference facilities. The secretariat responded that, in consultation with the United Nations Development Programme (UNDP), new conference facilities for regular meetings of the Executive Board were being explored. Since any proposal to construct new conference facilities would have to be submitted to the Advisory Committee on Administrative and Budgetary Questions for comment, the proposal could not be submitted to the Executive Board before its first regular session in 1995. All the alternatives under consideration could only be carried out when UNICEF began to move to the new premises at 633 Third Avenue in the last half of 1995.

Report of the Executive Director

15. The Executive Board had before it the report of the Executive Director (E/ICEF/1994/2 (Part I, Part II and Part II/Add.1)), which was introduced by the Deputy Executive Director, Programmes.

16. The report was well received by delegations and its contents were considered useful and informative. Many delegations praised UNICEF for its effective cooperation with developing countries using the goals of the World Summit for Children to mobilize a grand alliance for children. Some delegations questioned whether attention to goals for children helped or hindered programme sustainability, national capacity-building and longer-term development. A related issue was whether global goals and targets were sufficiently relevant to diverse national situations. One speaker suggested that goals and targets should not be the most important determinants for setting priorities and making strategic choices. Other delegations said that goals adapted to their countries' situations had helped to focus attention on children's needs and mobilize resources for children.

17. The Executive Director responded that the experience of UNICEF over the last decade had demonstrated that progress towards tangible goals built confidence and capacities and promoted the reordering of priorities, leading to greater sustainability of human-focused development. The goals for children should derive from the national programme of action (NPA) and the country programme should remain the centrepiece of individual countries' efforts to improve the well-being of their children and women.

18. Many delegations, from both developing and developed countries, expressed strong support for the "20/20" initiative, under which donor Governments would allocate 20 per cent of official development assistance (ODA) to basic human development needs, with developing countries allocating 20 per cent of their budgets to the same sectors, as a means of securing more resources to help meet the goals for children and women. On the other hand, several other speakers expressed the view that it might not be universally applicable since the needs of individual countries varied considerably. Responding to a suggestion that an ad hoc committee, consisting of bilateral and multilateral donors, be established to examine the issue of "20/20", the Executive Director suggested that UNICEF, with the Executive Board's approval, contact the Organisation for Economic Cooperation and Development to propose a meeting of its Development Assistance Committee on "20/20". He also suggested that the Board might devote a part of the session to an in-depth discussion of the "20/20" concept. (See paras. 54 and 62 below for further discussion of this issue.)

19. Several delegations endorsed the report's contention that the industrialized countries needed to do more, in line with the commitments they

had made at the World Summit for Children, to support the achievement of the goals for children and women. Other delegations mentioned the importance of efficiency, cost-effectiveness and accountability, particularly in a time of limited resources. The Executive Director welcomed the suggestion of one delegation that the administrative and management review of UNICEF examine ways to streamline and improve its operations.

20. Several delegations mentioned that they would have liked the report to contain more specific references to follow-up to the multi-donor evaluation. The secretariat replied that a separate report had been prepared on follow-up to the multi-donor evaluation (see paras. 115-117 below).

21. One delegation suggested that, in the light of the current re-examination of the role of the State, UNICEF should consider alternatives to Government-provided basic services. The report would have been strengthened by more discussion of the respective priority given to advocacy, planning and programmes in UNICEF activities. Another speaker said that the report could have benefited from a fuller treatment of UNICEF activities in the area of family planning.

22. A number of delegations made observations regarding the overlap of the content and use of the Executive Director's report and the medium-term plan (see paras. 24-25 below).

Medium-term plan for the period 1994-1997

Programme elements

23. The Executive Board had before it the medium-term plan for the period 1994-1997 (E/ICEF/1994/3 and Corr.1). The Deputy Executive Director, Programmes, introducing the programmatic section of the plan, said that it built on past plans and had taken into account all recent Executive Board policy decisions, including those arising from the debate on the 1992 multi-donor evaluation. Updated every two years, it contained a forward-looking strategic framework. In the new plan, there were several key new portions on changing world conditions, including trends in development assistance; progress towards the goals for the year 2000 and a special section on the mid-decade goals; an update of strategy based on lessons learned; inter-agency cooperation and United Nations system reform; sustainability and national capacity-building; empowerment; accountability; strengthening of the family; and Central and Eastern Europe and the Commonwealth of Independent States (CIS). Referring to the issue of gender equality and empowerment of women, he asked if the secretariat should develop a separate report on the role of fathers.

24. Several delegations said that the medium-term plan was a good document, but that it would have been better if it were more concise and more focused on forward-looking aspects than on background information. Some delegations said that it presented a very good summary of what UNICEF is doing and was realistic, and urged UNICEF to continue with what was feasible. One speaker said that much of the information in the plan was repeated in the Executive Director's report. Another speaker suggested that in future it be more precise, listing objectives and performance indicators where implications could be drawn together in a clear, transparent manner. One delegation suggested that the plan's format be changed to provide a strategic overview of key issues and said that the Board should draft appropriate guidelines.

25. The Executive Director welcomed the suggestions for changing the format of the medium-term plan, which the secretariat also found to be a weighty document

to prepare. However, it was useful to have the entire UNICEF strategy and the full sweep of its activities described in one report, which was the purpose of the report of the Executive Director.

26. There was general overall support for the policies outlined in the medium-term plan. One delegation said that the plan's goals reflected a commitment to sustained human development, and many delegations supported the plan's emphasis on Africa. Several speakers said that the plan's objectives would help to build momentum towards the longer-term goals for children, and one spoke approvingly of the approach to meeting basic needs and providing basic services. Another speaker called it an excellent vision for the future.

27. In general, delegations agreed with the plan's focus on the mid-decade goals as a way to monitor progress and build towards achieving the goals for the year 2000. One speaker, however, said that capacity-building and empowerment should become a major part of the strategy mix and that, therefore, there should be a better balance between the setting of quantitative goals and targets and what was required in individual situations for longer-term development. Another Board member spoke strongly in favour of focused strategies, such as the one for the eradication of dracunculiasis, that not only made an immediate difference to individuals but also had a long-term, sustainable benefit for all. The speaker said that he had been affected by dracunculiasis as a child and knew first-hand how debilitating it could be.

28. Many delegations were pleased with the support for the mid-decade goals that had been expressed by a number of regional forums and international meetings. Many expressed support for the UNICEF emphasis on monitoring progress and called for even wider support for such activities. One speaker said that more attention should be paid to qualitative, as well as quantitative, indicators. Another delegation supported the plan's emphasis on surveillance as a continuing effort by management to evaluate action. A number of speakers, referring to the benefits of improved monitoring of progress, said that The Progress of Nations was useful in that regard. One delegation said that there should be a cautious interpretation of national performance "gaps" based on gross national product, and urged UNICEF to continue to work with other agencies to develop indicators that provided a better indication of performance. Several delegations mentioned areas where UNICEF could contribute to the development of indicators that would better measure progress and programme performance. One delegation suggested that the International Child Development Centre in Florence, Italy, serve as a base for UNICEF evaluation activities.

29. Some delegations expressed concern about the cost-effectiveness and sustainability of the mid-decade goals. Other speakers asked whether sufficient attention had been paid to individual countries' conditions when the goals had been set. The Executive Director replied that the mid-decade goals should be most appealing for those concerned with cost-effectiveness and sustainability. Several goals, such as those for breast-feeding and oral rehydration therapy (ORT) were virtually cost-free; others, such as the elimination of iodine deficiency disorders (IDD) or the eradication of polio, once achieved, would be sustainable. There was no contradiction between initiatives to achieve short- and medium-term objectives, on the one hand, and longer-term efforts to build sustainable systems, on the other. The UNICEF country programming process addressed the uniqueness of each country.

30. Delegations expressed satisfaction that the medium-term plan had included many of the themes of the multi-donor evaluation and agreed with the conclusions of the section on going-to-scale. Several delegations welcomed the sections on

capacity-building, advocacy and empowerment, as well as on lessons learned from UNICEF programmes and the increasing focus on evaluation. One speaker said that strategies for service delivery should not depend on Government action alone. Other Board members spoke favourably of the Bamako Initiative's emphasis on community empowerment. One delegation said that more attention should be paid to the impact of urbanization on the disenfranchised and most vulnerable groups. The secretariat said that UNICEF had always worked closely with local communities and non-governmental organizations (NGOs) as well as Governments, with a special focus on reaching the unreached.

31. A large number of delegations noted the importance of maintaining a long-term perspective on sustainability, referring especially to the downward spiral of poverty, population growth and environmental degradation. Such a perspective would lead to a stronger emphasis on the strategies of capacity-building and empowerment in UNICEF country programmes, with special attention to communities and families.

32. One delegation commended UNICEF efforts to balance the requirement for emergency operations with the building of social infrastructure. Other delegations were concerned that emergency activities might affect ongoing programme delivery, especially with the more conservative projections of resources. Some speakers said that the share of the programme budget devoted to education should be increased as this would have relevance for the strategies of empowerment and capacity-building. A number of delegations said that there should be greater emphasis on girls' and women's education, which one described as the single most important investment for social development. Another delegation urged UNICEF to continue educating the media about the silent emergencies that are neglected because of attention given to violence and "loud" emergencies.

33. Several delegations praised UNICEF for its emphasis on acquired immunodeficiency syndrome (AIDS) and on healthy lifestyles for adolescents. Other delegations supported programmes that link family planning with efforts to reduce maternal mortality. One speaker expressed dissatisfaction with the absence of any mention of contraceptive delivery. The Deputy Executive Director, Programmes, replied that the UNICEF policy on family planning had been approved by the Executive Board in 1993. Responding to comments about the lack of reference to the International Conference on Population and Development in the plan, he said that this had been an oversight and that the subject was addressed in other documents.

34. A number of delegations spoke about the importance of the family, saying it deserved increased attention and welcoming its inclusion in the plan. One speaker addressed the need to provide assistance in societies where family structures for child-bearing had been neglected. Another Board member spoke of the need to recognize diversity and change, respecting many different non-traditional family forms. Other speakers welcomed the emphasis on the importance of the role and participation of fathers.

35. Several delegations mentioned the importance of water supply and sanitation as basic services essential for the well-being of children. One delegation stressed the importance of water as a scarce resource that must be conserved and said that there must be effective maintenance of existing systems. Another delegation said that the Bangalore Global Meeting on Water and Sanitation had been a success and asked when the report would be ready. The secretariat said that the report was already available in draft form and offered to prepare a

sectoral strategy paper for water supply and sanitation for future consideration by the Executive Board.

36. Several delegations encouraged UNICEF to increase its advocacy for children's rights on a global scale. Many speakers said that their Governments were adjusting national legislation to conform to the Convention on the Rights of the Child and were working with NGOs to monitor compliance. One delegation said that UNICEF has an important role to play in the implementation of the Convention and urged UNICEF to strengthen its cooperation with the Committee on the Rights of the Child. Another delegation expressed concern about the country reporting process and emphasized that the reports should not be just a recital of legal action but an assessment of problems and obstacles encountered. The Executive Director pledged the continued support of UNICEF to Governments and to the Committee on the Rights of the Child.

37. Several delegations said that there should have been more information in the plan on inter-agency cooperation and United Nations reform. Some speakers emphasized the need for a better division of labour between United Nations agencies because the benefits of coordination outweighed those of competition, especially in newly independent countries. One delegation said that the ongoing reform of the United Nations system would give the agencies the necessary tools to live up to many expectations, while another said that the reform of United Nations institutions was crucial. (See chap. III, decision 1994/A/1, for the recommendations as adopted by the Executive Board.)

Financial plan

38. The financial medium-term plan was introduced by the Deputy Executive Director, Operations. Several delegations mentioned the importance of efficiency, cost-effectiveness and accountability, particularly in a time of limited resources. Two delegations said they hoped the management study would produce new ideas on how UNICEF could further streamline and improve its operations. One speaker said that although further improvements in cost-efficiency might be possible, they were not substitutes for more resources. The secretariat agreed and encouraged delegations to review the section on cost-effectiveness in the report of the Executive Director, which provided several examples of how UNICEF had managed to increase throughput while decreasing the ratio of administrative and programme support budget costs to total expenditures.

39. One delegation endorsed the section of the medium-term plan which indicated that there were no planned net increases in core staff and general resources-funded project staff, and suggested that there also be no increase in supplementary-funded staff. The secretariat responded that UNICEF consulted donors before the addition of posts funded from supplementary funds. Also, any new supplementary-funded posts would be only the minimum number necessary for new activities.

40. One delegation said that the financial medium-term plan lacked contingency planning. The secretariat responded that the format of the new plan was based on the work of the Reference Group and had been approved by the Executive Board in 1992. Paragraphs 276-279 of the plan explained what actions UNICEF took when income varied from projections. Also, the financial medium-term plan was a rolling plan that was adjusted annually, with table 4 showing the current year's adjustments.

41. One delegation asked why emergency expenditures had increased in 1993 while emergency income for the year had decreased. The secretariat explained that UNICEF had received several large contributions for emergencies in November-December 1992 and had recorded them as 1992 income, while the resulting expenditures had taken place in 1993. The same delegation said that emergency income contributions were forecast to decrease in the financial medium-term plan and requested an explanation. The secretariat explained that historically, contributions for emergencies fluctuated and were difficult to predict. Since emergencies were funded primarily from supplementary funds, if the need for emergency funds continued, donors would respond, causing emergency income to be greater than forecast.

42. Some delegations said that the rate of growth in general resource income in the financial medium-term plan was too optimistic. The secretariat responded that income grew in "jumps and starts", and in 1992, it had grown by 16 per cent. If industrialized countries honoured the commitments made at the World Summit for Children, the income figures in the plan would be exceeded. The financial medium-term plan assumed the conservative limited growth figures in table 5, even though UNICEF hoped to achieve the more optimistic figures shown in the same table.

43. One delegation said that the 1993 results suggested reduced donor support for general resources and asked what the indications were for 1994. The secretariat said that although total general resources income in 1993 was $36 million less than planned, $28 million of the shortfall was due to exchange rate movements and only $8 million to reduced donor support. The 1994 forecast was based on information received at the United Nations Pledging Conference for Development Activities and more recent information provided by donors. Because one major donor had announced at the current session that it would increase its 1994 contribution to general resources by 10 per cent, as well as indicating further increases in future years, the secretariat now expected general resources income to be greater than estimated in the financial medium-term plan.

44. One delegation asked why the plan showed an increase in general resources income but did not show a similar increase in programme expenditures. The same delegation asked why there was a decrease in 1994 general resources expenditures compared to 1993. The secretariat explained that because the surplus cash balance was being used for programmes, the percentage growth in programme expenditures could not be directly compared to the percentage growth in income. In 1993, UNICEF had used the cash balance to boost programme expenditures, including an extra allocation for unfunded emergencies approved by the Executive Board that would not be repeated in 1994. Although planned general resources programme expenditures for 1994 could have been a little higher, 1995 general resources programme expenditures would have had to be lower than planned to maintain the liquidity guideline. It would be less disruptive to programmes to have about the same level of planned programme expenditures in both years, as shown in the financial medium-term plan. Despite the planned reduction in general resources programme expenditures from 1993 to 1994, planned programme expenditures in the financial medium-term plan were still at a level much higher than in previous years.

45. One speaker asked why a table distributed informally at the second regular session showing planned global funds expenditure by region did not conform to the expenditure figures in the financial medium-term plan. The secretariat explained that the figures in the table were the total amounts approved by the Executive Board and were, therefore, the maximum UNICEF could spend. The financial medium-term plan showed that planned expenditures on global funds were

less than the approved amount because, historically, expenditures had been 15 per cent less than approved amounts and because planned expenditures on global funds had been reduced due to the current difficulties in general resources income. (See chap. III, decision 1994/A/1, for the recommendation as adopted by the Executive Board.)

Progress report on the follow-up to the World Summit for Children

46. The Executive Board had before it the progress report on the follow-up to the World Summit for Children (E/ICEF/1994/12). The Deputy Executive Director, Programmes, introduced the report and asked the Board for guidance on when the mid-decade review of progress towards the goals of the World Summit for Children should take place. The secretariat's view was that it should be in September 1996, when all national results through 1995 would have been reported.

47. One delegation called for country- and regional-level appraisals, in addition to national follow-up. Other delegations said that the International Conference on Population and Development, the World Summit for Social Development and the Fourth World Conference on Women would be opportunities for reporting progress. One delegation spoke of 1995 as a benchmark year for assessing progress made. A number of delegations called attention to the mid-decade progress reviews called for in the Summit Plan of Action. The Executive Director said that he expected the Secretary-General's own mid-decade review to take place in 1996, when results from all countries would have been shared with other United Nations agencies.

48. Several delegations reported on local plans of action for children, with one referring to such plans as expressions of real decentralization, where the vulnerable groups were given due consideration. Another delegation said that it was essential that there be leadership at all levels in this decentralization process. A number of speakers described the expansion of activities related to NPAs during 1993, including major developments in empowerment through local plans of action. The Executive Director said that UNICEF had continued to support the grass-roots momentum built up in the past year.

49. Many delegations said that the process of preparing NPAs had been a valuable experience, rallying many levels of society on behalf of action for children. Two delegations said that their own new NPAs had been part of the reconstruction process after war. One speaker added that the NPA, linked with the Convention on the Rights of the Child, represented a landmark in his country. Other speakers from newly independent States said that developing NPAs was a strategic thrust for the future. Many delegations called for continued support for NPAs.

50. One delegation observed that Governments had looked primarily to UNICEF for follow-up on the World Summit for Children, seeing it as the major agency in this area. UNICEF was urged to garner more support from other members of the United Nations system, making them more active partners in the development and implementation of NPAs. Several delegations spoke of the need specifically to involve the World Bank in this process.

51. The Executive Director reported on major inter-agency agreements and coordination achieved over the past year. These efforts included a joint letter from the Director-General of the World Health Organization (WHO) and the Executive Director to heads of State and Government seeking their leadership in achieving the mid-decade goals, as well as a letter from the UNDP Administrator to all UNDP staff urging their support for national action aimed at achieving

the mid-decade goals and the goals for the year 2000 as part of the drive for sustainable development. In addition, UNICEF was working with national Governments and institutions to improve their monitoring capacity so as to inform policy and contribute to sustainable action.

52. Delegations said that the momentum must continue so that all countries completed NPAs and incorporated them into national development strategies and budgets. Several delegations supported UNICEF continuing to work with municipal authorities.

53. A number of delegations drew attention to the need for continued support for monitoring implementation of NPAs, which was cited as a central means to sustain the momentum to date. One speaker underlined the important role played by UNICEF in her country in bringing together national agencies in a shared monitoring initiative and said that this technical assistance by UNICEF should be expanded. Another delegation said that national capacity-building was a major thrust of the country's NPA and saw this as an area which would deserve major emphasis in the next few years. Several speakers mentioned ways through which the mid-decade goals were being integrated into NPAs and were serving to accelerate progress to the longer-term goals set by the World Summit for Children.

54. One delegation said that NPAs were in fact the coherent implementation of country programmes, while others viewed them as costing and fund-raising mechanisms. Many delegations said that more resources should be made available to fund NPAs. Delegations from both industrialized and developing countries spoke in support of the "20/20" initiative (see also paras. 18 above and 62 below). However, some delegations asked for clarification on the delineation of the concept, including how to analyse government expenditure patterns where foreign assistance was integrated into public expenditures. Delegations from developing countries suggested that UNICEF monitor implementation of the "20/20" concept especially for basic social services and argued that the mid-decade goals and NPAs could not be achieved in some countries unless the principle was followed. One speaker said that the initiative could be a starting-point for a North-South alliance to combat poverty. Other speakers proposed that, as suggested in the Consensus of Dakar, "20/20" could be an indicator for measuring progress towards sustained achievements for women and children in Africa.

55. Delegations said that NPAs should be the main strategy followed by UNICEF in its country programme. One speaker said that value would be gained if NPAs were linked to country strategy notes. The Executive Director said that the UNICEF country programming process was merging increasingly with NPAs so that the country programme would become a concrete expression of the UNICEF contribution to national commitments to children. (See chap. III, decision 1994/A/2 for the recommendation as adopted by the Executive Board.)

Ensuring child survival, protection and development in Africa

56. The Executive Board had before it a report entitled, "Goals for child survival, protection and development in Africa: the challenges of implementation" (E/ICEF/1994/L.4), which was introduced by the Deputy Executive Director, Programmes.

57. Several delegations said that the report provided a comprehensive review of UNICEF activities in Africa. One delegation, however, said that it did not provide sufficient specific information on how the statement of priority was translated into programmes.

58. While noting that UNICEF had already accorded a high priority to Africa, several delegations encouraged UNICEF to increase this priority. This would require mobilizing additional resources for the continent. Many delegations said that Africa would need a considerable and sustained inflow of resources to alleviate poverty and to achieve sustainable development over the long term.

59. One delegation suggested that in higher-income countries and in countries in transition, UNICEF should act more as a catalyst, supporting policy development, rather than financing programmes. In the least developed countries, particularly in Africa, UNICEF should continue to provide substantial support to programme delivery.

60. Several delegations said that structural adjustment and the continuing debt crisis were having a devastating effect on the delivery of basic social services in Africa. After more than a decade of severe economic crisis and in the context of ever shrinking public sector resources, social sector expenditures were forced to compete with a wide range of development priorities. Referring to the World Bank's World Development Report, one speaker said that Africa, measured by per capita loss of working days, had twice the burden of disease compared to the average for developing countries and four times that of developed countries. Several delegations urged UNICEF to continue its efforts to promote greater debt relief measures for African countries, including debt cancellation and debt conversion for child development.

61. Many delegations emphasized the need for greater external assistance to Africa to help reverse its social and economic decline. One delegation said that despite the commitments made by both African and donor Governments at the 1992 International Conference on Assistance to African Children (ICAAC), the necessary increase in financial support had not followed. The issue of cancellation, relief and conversion of debt owed to bilateral donors and international financial institutions was considered crucial by several delegations. On the question of mobilizing greater resources for Africa's development, several delegations saw the need for a partnership on the basis of joint commitments or compacts by African Governments and donors. One delegation said that the sheer endurance of the children and women of Africa should not be misconceived as an alternative to the commitment and action required to address the desperate situation in Africa. Another delegation proposed that donors and individual or groups of African Governments agree to work on eliminating a specific disease or achieve other specific objectives.

62. Several speakers stated that they were adhering to the principles of the "20/20" initiative as a broad indication of their commitment to shift existing expenditures to strengthen human development priorities in the social sectors. One delegation said that failure to implement the "20/20" initiative would impede the realization of the mid-decade goals and only prolong and broaden the silent emergencies which claimed more lives in Africa than elsewhere. Several African delegations said that there had been significant shifts in public spending from military to social priorities. However, many low-income countries' budgets were already compressed, and the scope for restructuring might be limited. A number of African delegations said that considerable increases in ODA would be required if Africa was to meet the goals. Budgetary reallocations in favour of human development priorities should include a complete "untying" of ODA. One delegation said that in a world beset by the increasing gap between the rich and the poor, the "20/20" concept could be the starting-point for building a stronger alliance between the North and South in combating poverty. Poverty was the greatest enemy of human rights, including those of children (see also paras. 18 and 54 above).

63. The Executive Director said that Africa was becoming increasingly marginalized as a result of adverse macroeconomic conditions and debt, which reinforced the need for "compacts" for children. The main objective of the compacts would be to secure steady progress towards the achievement of national goals for children by ensuring the availability of adequate and reliable resources.

64. Several delegations said that it was important to adapt global goals to country-specific realities, particularly in Africa. The articulation of NPA subnational programmes was seen as a positive step in that direction. Integrating the goals, as articulated in NPAs, into national development plans would be critical. One delegation said that the NPA was the nucleus of a long-term strategy for investing in people, starting with children.

65. One delegation asked if it was the best strategy to give unconditional support to mid-decade goals in Africa when there were more pressing needs. The opportunity costs of uncritical support to mid-decade goals was high, particularly where national structures were weak and resources limited. UNICEF was encouraged to work closely with national Governments, donors and international financial institutions to explore whether more cost-effective ways of utilizing UNICEF resources could be found.

66. The Executive Director responded that the idea of mid-decade goals in Africa had emerged from ICAAC. The advantage of setting goals to be met by mid-decade and the end of the decade was that they provided a strategic focus for the development of basic social services. Improvements in service delivery would reinforce efforts for capacity-building and empowerment. Achievement of the goals was linked to efforts to strengthen basic infrastructures in the areas of health, education and water supply and sanitation. Systems were needed to sustain achievement, but goals were needed to make systems more efficient. African countries had adapted the goals to their own priority concerns, hence the inclusion of goals for malaria and AIDS in some countries.

67. One delegation asked if UNICEF was exceeding its traditional mandate by assuming a broader advisory role on issues of social development, policy and strategy. Several delegations said that there was a need for greater cooperation between UNICEF and the international financial institutions and emphasized the important role of UNICEF in systematically reviewing the impact of macroeconomic policies on women and children, particularly at the country level. Inter-agency cooperation in accordance with the principles of General Assembly resolution 47/199 of 22 December 1992 would lead to greater benefits for recipient countries. Several speakers underscored the need to expand partnerships with NGOs and National Committees for UNICEF in an effort to mobilize greater resources for Africa.

68. Several delegations emphasized the negative impact of the AIDS crisis in Africa and its devastating impact on long-term development, and commended the innovative UNICEF programmes in such countries as Botswana, Kenya and Zimbabwe as well as the attention paid to family health and youth lifestyles. One delegation suggested that UNICEF review its programme and structure to enhance further its efforts in HIV/AIDS prevention.

69. The importance of education in contributing to sustainable, long-term development was highlighted by several delegations. Particularly in Africa, long-term improvements in CSD would require sustained improvements in women and girl's education. One delegation said that sustainable programmes would need to revolve around people themselves to create an enabling environment where

assistance was provided to people to develop their own potential. Empowerment did not come through the passing of resolutions but the implementation of principles. Another delegation suggested that indicators for monitoring the impact of UNICEF interventions on building capacities and institutions should be developed and applied.

70. Several delegations commended UNICEF emergency work in Africa, which often was undertaken in extremely difficult and dangerous conditions. Some delegations raised concerns regarding the increase in UNICEF expenditures on emergency operations, particularly in Africa. The number of emergencies in Africa was testimony to the failure of long-term development in the continent. Greater resource allocations to emergencies dealt with the symptoms rather than the root cause of crises. Empowering Governments to manage effectively the twin processes of political and economic reform would be critical if future emergencies were to be averted. A number of delegations referred to the situation in Rwanda, expressed condolences for the UNICEF staff who had been killed and stressed the need for a concerted response to that tragic and difficult situation. Several delegations supported UNICEF efforts to work with other partners to address the problem of land-mines. The human damage caused by land-mines was underscored by a number of speakers.

71. Several delegations noted with appreciation the progress in ratification of the Convention on the Rights of the Child in Africa and emphasized the importance of implementation and monitoring. One African delegation suggested that UNICEF provide assistance to countries in implementing the Convention.

72. Several African delegations highlighted actions taken to date to help iodize all salt sold or exported by their countries. The Executive Director said that the goal of universal salt iodization could be achieved by the end of 1995 and that the eradication of IDD would bring substantial human development benefits to Africa and its children. (See chap. III, decisions 1994/A/3 and 1993/A/7 for the recommendations as adopted by the Executive Board.)

Gender equality and empowerment of women and girls

73. The Executive Board had before it a policy review on gender equality and empowerment of women and girls (E/ICEF/1994/L.5 and Add.1), which was introduced by the Deputy Executive Director, Programmes.

74. The Secretary-General of the Fourth World Conference on Women, addressing the Executive Board, thanked UNICEF for playing such an energetic role in the preparations for the Women's Conference and for seconding a UNICEF staff member to the Conference secretariat. The Executive Director of the United Nations Population Fund and Secretary-General of the International Conference on Population and Development briefed the Executive Board on the outcome of the recent final Preparatory Committee meeting for the Conference. She said that while the Preparatory Committee had reached a consensus on many important issues, there remained considerable disagreement over several key sections of the draft Programme of Action.

75. Several delegations welcomed the forthright recognition by UNICEF in the policy review of the multiple rôles women play in society as caregivers, economic agents, and increasingly, as participants in the political process. Many speakers emphasized the importance of girls' education, non-formal as well as formal, as a key strategy for women's empowerment.

76. Many delegations supported the introduction of the concepts of the Women's Equality and Empowerment Framework and the life-cycle perspective, as outlined in the policy review. These were seen as important analytical tools for meeting the policy objectives of gender equality and women's empowerment. At the same time, several delegations said that they would have welcomed more detailed information on how those tools were being translated into particular country programmes.

77. One delegation called upon UNICEF to work with other agencies to find ways to meet the special needs of adolescent girls, who were often overlooked. The Secretary-General of the Women's Conference agreed, saying that large numbers of girls were forced into adulthood well before the age of 18 years.

78. One delegation commended UNICEF for discussing gender issues in the context of emergency situations in the policy review, stating that UNICEF work in this area should give particular attention to the psycho-social needs of girls and women affected by conflict situations. UNICEF was urged to collaborate closely with the Office of the United Nations High Commissioner for Refugees (UNHCR) in this work.

79. A number of delegations said that income-generating activities for poor women, especially small credit projects, were a tool for women's economic empowerment. However, one speaker said that such projects could run the risk of increasing women's already heavy workloads. Another delegation said that UNICEF should focus on activities related to the girl child, not on income-generating activities. The Deputy Executive Director, Programmes, said that enhancing the status and prospects of the girl child through various means was at the centre of UNICEF gender policies and programmes. A relatively small proportion of resources and energy was devoted to promoting income-generating activities.

80. Delegations were interested in UNICEF efforts to improve the legal status of women and several spoke of the linkages and complementarity between the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination Against Women, urging UNICEF to make full use of these instruments to facilitate the empowerment of girls and women and for eliminating harmful traditional practices.

81. A number of delegations commended UNICEF for its efforts in the area of gender sensitivity training for staff, using the Women's Equality and Empowerment Framework. In response to questions on the number and professional level of staff members who had been trained, the Senior Adviser for Women's Development Programmes said that to date, over 800 UNICEF staff had been trained, including 84 representatives, assistant representatives and senior country office and regional office staff. In addition, a large number of executive staff at headquarters also had participated in training and orientation. One delegation urged UNICEF to pay particular attention to specific cultural factors in each country where this training was being conducted.

82. One speaker said that UNICEF efforts to promote greater awareness of gender issues must reflect the fact that those issues were intricately connected with culture. There was no universal approach to gender awareness. In addition, economic issues such as structural adjustment, trade practices and inflation affected women as much as tradition and culture. The speaker, who had served as Secretary-General of the Third World Conference on Women, held in Nairobi, Kenya, in 1985, said that the Conference had focused almost exclusively on the

international economic context, without paying enough attention to the domestic context. It was important now not to go too far in the other direction.

83. The need for more gender-disaggregated data was stressed by many delegations. In addition, several encouraged UNICEF to monitor more systematically the impact of its policies and programmes for women and girls. The Deputy Executive Director, Programmes, said that developing better quantitative and qualitative indicators to monitor policy implementation was a challenge for UNICEF. Efforts to develop more gender-sensitive data should be helped considerably by the release of the second edition of The World's Women, which UNICEF was supporting and would be published early in 1995.

84. A number of delegations, including the Secretary-General of the Fourth World Conference on Women, commended UNICEF for highlighting the need for men to play a bigger role in parenting and in carrying out household responsibilities. She said that absent and lost fathers must discharge their responsibilities. Several delegations said that cooperative, joint efforts by both men and women would be needed to achieve and sustain the goals set out in the draft Platform for Action for the World Conference. One delegation called for greater coordination between donors and NGOs in this respect. Another delegation expressed concern about disrupting harmony in the family by abrupt promotion of changes in gender roles.

85. A number of delegations questioned whether the resources UNICEF had allocated in the medium-term plan for 1994-1997 to programmes to promote the development of girls and women were adequate, given the many wide-ranging issues included in the policy review. Other delegations observed that success in implementing the policies outlined in the review would depend on accountability within UNICEF at different levels, and said that without accountability and monitoring mechanisms, the policy objectives would remain rhetorical and theoretical. Several speakers called on UNICEF to strengthen the capacities and clarify the role of women in development focal points in country and regional offices.

86. Several delegations commended UNICEF for its progress in having women in 38 per cent of Professional posts, but said that there should be more women at the director level. One speaker asked if gender awareness was used as a criterion for appointing and promoting staff. The Deputy Executive Director, Operations, replied that UNICEF is looking into ways of incorporating gender sensitivity into the performance appraisal system for UNICEF staff.

87. Many delegations said that UNICEF was well placed to play a key role in preparations for the Fourth World Conference on Women, particularly in developing gender-disaggregated data for each stage of the life cycle, influencing the content of the draft platform of action for the Conference and ensuring that adequate follow-up mechanisms be established. (See chap. III, decision 1994/A/4 for the recommendation as adopted by the Executive Board.)

UNICEF and the World Summit for Social Development

88. The Executive Board had before it a report on UNICEF and the World Summit for Social Development (E/ICEF/1994/L.8), which was introduced by the Deputy Executive Director, Programmes.

89. The Chairman of the Preparatory Committee for the World Summit for Social Development addressed the Executive Board, stating that the Summit was inextricably linked with the World Summit for Children. He urged UNICEF to be

an active participant in all aspects of the Summit, particularly in helping to define the core issues that the Summit should address; bringing to the Summit a sense of optimism about what could be achieved, on the basis of UNICEF experience in promoting child survival, protection and development; helping to find new approaches to structural adjustment that were consistent with human development aims; and working to ensure that the follow-up to the Summit was well organized and effective. He added that the Summit would be an excellent opportunity to monitor progress towards the commitments made at the World Summit for Children.

90. Delegations appreciated the brevity and clarity of the report and it was suggested that it be a model for future papers prepared for the Executive Board. Several delegations endorsed the UNICEF objectives for the Summit, agreeing that it gave UNICEF an excellent opportunity to put the needs and rights of children at the centre of social development. One speaker suggested that UNICEF should pay particular attention to the role played by rapid urbanization in aggravating poverty, unemployment and social tensions. Another delegation said that in spite of the remarkable progress that had been made in improving the well-being of the world's children, it was still far from clear that children were the centrepiece of social policy. The Summit should establish minimum social guarantees for children and mechanisms should be set up to monitor those guarantees at the national level.

91. Many delegations urged UNICEF to give particular attention to follow-up to the Social Summit, especially because of all the recent international conferences, the World Summit for Children had the most effective and systematic follow-up. UNICEF should use that experience to help ensure that the declaration and plan of action of the Social Summit included strong measures for monitoring commitments at national and international levels.

92. UNICEF also was encouraged to bring to the Social Summit its positive experiences with cost-effective approaches to human development. Another delegation urged UNICEF to work towards a declaration and plan of action that included strong measures to support families.

93. As part of its preparations for the Social Summit, UNICEF was encouraged to undertake an analysis of experience to date with implementation of the Convention on the Rights of the Child. By documenting this positive experience, UNICEF could help to ensure that the Summit took place in a spirit of optimism.

Emergency operations

94. The Executive Board had before it a report on emergency operations (E/ICEF/1994/11), which was introduced by the Deputy Executive Director, Programmes, who reviewed the themes of the report and referred to the close collaboration between UNICEF and the Department of Humanitarian Affairs (DHA).

95. The Under-Secretary General for Humanitarian Affairs addressed the Executive Board and paid tribute to the UNICEF contribution to the overall United Nations effort to meet humanitarian needs.

96. In a written statement distributed to the Executive Board, the High Commissioner for Human Rights said that children made up over one half of the world's population and, at the same time, were the most vulnerable, endangered and exploited part of humanity. He regretted the recent violence in Rwanda, where 100,000 people had perished, with the heaviest burden falling on children and women. A representative of the High Commissioner had been sent to the area

to see what could be done to end the violations of human rights and prevent extension of the conflict outside Rwanda's borders.

97. Many delegations paid tribute to the UNICEF staff who had lost their lives in the line of duty in Rwanda. Some delegations urged UNICEF to ensure greater security for staff working in emergency situations. Several speakers commended UNICEF for its commitment, courage and capacity to respond rapidly and effectively to emergencies. The report itself was commended for its comprehensiveness and clarity.

98. The issue of striking and maintaining a balance between emergency relief and long-term development became a central focus in the discussion. While commending UNICEF for its outstanding work in responding to emergencies and urging the organization to continue to demonstrate this ability, several delegations wished to see a clearer delineation between emergency, rehabilitation and development activities. Because of competing demands on limited resources, several delegations said that UNICEF should continue to respond to emergencies, but not at the expense of long-term development.

99. The secretariat replied that, through the country programme approach, UNICEF was committed to development. If UNICEF did not take an active role in responding to emergencies, its credibility and image would be compromised and children would suffer immensely. There were difficulties in establishing clear demarcations between emergency, rehabilitation and development. Key interventions such as measles vaccination, ORT, vitamin A supplementation and water supply and sanitation services were common to both situations.

100. The secretariat said that the balance of UNICEF expenditure on emergency operations was largely a matter of donor support. Thus, in 1993, the $223 million spent on emergency operations, equivalent to 28 per cent of total programme expenditure, was a reflection of donor support and not a deliberate diversion of general resources. However, in emergency situations UNICEF continued to apply the country programme approach, including national capacity-building and prompt service delivery, in addition to maintaining effective management structures so that emergency operations did not disrupt development activities elsewhere in countries not entirely affected by an emergency. The secretariat asked the members of the Executive Board to consider several issues. First, it was important that donors did not decrease support for development because of emergency needs, but rather continue to ensure supplementary funding for development activities. Secondly, donors should review their humanitarian support in the wider context of total financial support provided for countries affected by conflict situations. The overwhelming disparity between the cost of peace-keeping and humanitarian operations was a major dilemma.

101. One delegation questioned the rationale of UNICEF involvement in providing non-traditional relief assistance such as kerosene, clothing, shelter materials and food. Another delegation said that UNICEF was stretching its capacity to the limit and should not attempt "to burn candles at both ends". The secretariat replied that because of the role of UNICEF as lead agency in some countries and the unique problems of certain emergencies, the provision by UNICEF of kerosene and winter requirements, as in Iraq, was justified.

102. One delegation said that the administrative and management review should also address management issues related to emergency operations. Some delegations requested clarification on the relationship between the Central Emergency Revolving Fund (CERF) and the Emergency Programme Fund (EPF) and on the use of the latter. The secretariat said that the two funds were

complementary. EPF was used to respond to emergencies for which no appeals had been launched or for which funding prospects had proven to be poor, while the capacity of CERF was often limited by liquidity.

103. Many delegations commended UNICEF for its support to DHA and the United Nations coordination system. One delegation requested clarification on the unresolved issues before the Inter-Agency Standing Committee (IASC). The secretariat replied that IASC continued to work on such issues as the continuum from relief to development, field coordination and land-mines.

104. Some delegations recommended a clearer division of labour between UNICEF and other operational agencies, including the World Food Programme (WFP) and UNHCR by entering into memorandums of understanding. These would ensure better resource allocation and important linkages between the food and non-food components of emergency operations. One speaker also stressed the importance of closer collaboration with WHO. Another delegation suggested that UNICEF collaborate closely with regional bodies such as the Inter-governmental Authority on Drought and Development, whose mandates and activities relate closely to UNICEF humanitarian and developmental concerns. The secretariat said that discussions with WFP were ongoing and would lead to the conclusion of a memorandum of understanding between the two agencies, and that plans were under way to pursue a similar agreement with UNHCR. The UNICEF/WHO Joint Committee on Health Policy provided a good framework for close collaboration between the two agencies.

105. Another delegation stressed the importance of evaluation of emergency operations and recommended that UNICEF undertake these evaluations based on the three strategies identified in the multi-donor evaluation, service delivery, capacity-building and empowerment. The secretariat stated that UNICEF had undertaken evaluations in Angola, Liberia and the former Yugoslavia. UNICEF also had participated in the evaluation by the Government of the Netherlands of relief and rehabilitation programmes in southern Somalia. UNICEF was documenting lessons learned in managing emergency programmes in various countries, including Iraq and Somalia.

106. Addressing operational issues, some delegations said that there was a need for training on emergency management and staff security, as well as orientation of new representatives and staff assigned to countries affected by emergencies. Training programmes on stress management also were felt to be important. The secretariat responded that UNICEF had developed training materials on those topics, which also had been shared with other concerned United Nations agencies.

107. The issue of anti-personnel mines in large areas of war-affected countries was discussed in the context of the discussion on emergency operations. The Deputy Executive Director, External Relations, stated that the use of anti-personnel land-mines violated many core provisions of the Convention on the Rights of the Child. The Executive Director had called for a ban on the production, use, stockpiling, sale and export of anti-personnel land-mines at the Human Rights Commission in March 1994. The International Committee of the Red Cross (ICRC) had supported this call. In addition, Secretary-General Boutros Boutros-Ghali had urged an international agreement banning the production, stockpiling, transfer and export of mines and components.

108. Several delegations expressed their concern about children affected by armed conflict and the devastating effect of anti-personnel mines in large areas of countries affected by war. Many speakers supported UNICEF advocacy and awareness-raising efforts concerning the protection of children from land-mines.

One speaker described in detail the situation in his country and recommended that UNICEF work closely with NGOs and National Committees to advocate the ban on land-mines. Another speaker recommended that UNICEF focus on education, information, care of victims and advocacy for a ban on both production and use of anti-personnel mines. The need for coordination with other United Nations bodies and ICRC was stressed. (See chap. III, decisions 1994/A/5, 1994/A/6 and 1994/A/7 for the recommendations as adopted by the Executive Board.)

109. Before the conclusion of the discussion of this agenda item, the Deputy Executive Director, Operations, informed members of the Board that the Government of Pakistan had made a contribution of $100,000 through UNICEF for the relief and assistance efforts for the children of Bosnia and Herzegovina.

UNICEF evaluation activities and follow-up to the multi-donor evaluation of UNICEF

UNICEF evaluation activities

110. The Executive Board had before it a progress report on lessons learned from evaluations and studies in UNICEF (E/ICEF/1994/L.3), which was introduced by the Deputy Executive Director, Programmes.

111. Many delegations were pleased with the efforts made by the Evaluation and Research Office over the last two years to strengthen the management of the evaluation function in UNICEF. Since the 1992 report on evaluation, emphasis had shifted from the production of evaluations to better use of evaluation results. Several delegations referred to the improvement of policies and strategies regarding evaluation, the strengthening of the organization's information system through the use of new computer technologies, and the enhancement of the "lessons learned" process. The evaluation of the Philippines country programme was cited as an important source of lessons learned in the area of capacity-building and empowerment. UNICEF efforts in the strengthening of local capacities for evaluation were also appreciated.

112. The need for a more problem-oriented analysis and results-based system of evaluation, including reporting on successes and failures, was cited by a number of delegations. It also was suggested that in future, regional reports of lessons learned should focus more on the assessment of strategies. The secretariat said that from a methodological standpoint, the measuring of indicators for capacity-building and empowerment presented a special challenge.

113. One delegation expressed concern about the extent to which improvements made to UNICEF evaluation systems and policies had been integrated by field offices. The secretariat replied that an Executive Directive on the management of evaluation in UNICEF had been distributed throughout the organization, and cited three examples of results implemented by field offices to date: the inclusion of strategic choices in country programme recommendations presented to the Executive Board; the inclusion of integrated monitoring and evaluation plans and budgets in the preparation of country master plans of operation; and country office reviews of data contained in the evaluation database for incorporation into a CD-ROM diskette to be distributed to all UNICEF offices in the coming months. One delegation said that it looked forward to seeing future country programme recommendations provide reflection on strategic choices made.

114. The need to strengthen the analysis of cost-effectiveness, as well as to increase both independent and external evaluation arrangements and the involvement of clients, Governments and communities in evaluation processes, was

cited by one delegation. Regarding cost-effectiveness, the secretariat said that the new Social Policy and Economic Analysis Office was committed to providing training and methodological development in that area, and that specific cost-effectiveness studies were being carried out, although more needed to be done. Regarding external and independent evaluations, the secretariat said that 12 per cent of UNICEF evaluations were carried out jointly with donors, and that 14 per cent of evaluations were completed together with other United Nations agencies. In addition, UNICEF evaluations were not usually carried out by UNICEF staff members, efforts were being made to strengthen local capacities in the area of evaluation, and the involvement and opinions of Governments, NGOs, communities, etc., did not lessen the degree of independence of evaluations.

Follow-up to the multi-donor evaluation of UNICEF

115. The Executive Board had before it an analysis of the responses received on the issues covered in the multi-donor evaluation of UNICEF (E/ICEF/1994/L.7) and the report of the open-ended working group on follow-up to the multi-donor evaluation established by the Executive Board (E/ICEF/1994/CRP.13).

116. Many delegations expressed gratitude to UNICEF for the seriousness which had been accorded to the recommendations made in the multi-donor evaluation. A number of speakers said that they were encouraged by the way in which ideas and concepts presented in the evaluation had been followed up by the organization at various levels. One delegation referred to the recent work on strategy development in the area of water supply and sanitation as a good example of UNICEF follow-up to the evaluation. Another delegation was pleased to see that advocacy had been recognized by UNICEF country offices as a separate strategy in itself. Several delegations supported the suggestion that a post-evaluation review take place at an appropriate time in the future to assess its implementation in the field.

117. Many delegations were pleased with the efforts of the open-ended working group and expressed support for the draft proposal contained in its report. One delegation said that the four strategies of service delivery, capacity-building, empowerment and advocacy should not lead to the creation of new verticalities and targets. Another delegation raised the question of the exact standing of the multi-donor evaluation and its recommendations. The secretariat replied that follow-up to date had been guided by decisions taken by the Executive Board in 1993. Proposals for Executive Board participation in the administrative and management review of UNICEF were welcomed by the secretariat. (See chap. III, decision 1994/A/8 for the recommendation as adopted by the Executive Board.)

Issues for discussion by the Economic and Social Council

118. The Executive Board had held informal consultations on issues related to UNICEF that could be discussed by the Economic and Social Council at a later date. The Deputy Executive Director, Programmes, suggested that a discussion of the implementation of General Assembly resolution 47/199 on operational activities for development also might be appropriate. He said that at this stage, the Board might focus on having a useful exchange of views, since the actual decisions would be taken through the Council's own processes. Items that could be considered by the Council included implementation of strategies that would emerge from upcoming international conferences, as well as the Plan of Action of the World Summit for Children and Agenda 21; priority issues for Africa and Central and Eastern Europe and the CIS; and the "20/20" concept.

119. With regard to the implementation of resolution 47/199, one speaker said that the issue of common premises would pose difficulties in his country and would require discussion in the Economic and Social Council.

120. One delegation said that the Executive Board should not make decisions regarding the Council's agenda, although the Board could present ideas to the Council. However, those ideas, questions or issues must be relevant to the United Nations system as a whole. United Nations system-wide cooperation in CIS was such an issue. It also was stated that the Board should concentrate on issues of direct relevance to UNICEF. Another delegation said that the Executive Board should make a substantial input to the Council's discussions. The Board should decide at which of its sessions it would consider issues for recommendation to the Council's organizational session.

121. The policy role of the Council was emphasized by another delegation. For example, the Council's discussion of the human immunodeficiency virus/AIDS would be of relevance to several agencies, including UNICEF. At future Executive Board sessions, it might be appropriate to remember the differences between roles of the Board and of the Council.

Greeting Card and related Operations - work plan and proposed budget for 1994

122. In accordance with decision 1994/R.2/11 (E/ICEF/1994/13 (Part II)) taken at the second regular session, the Executive Board considered a draft decision on the GCO work plan and proposed budget for 1994. (See chap. III, decision 1994/A/9 for the recommendation as adopted by the Executive Board.)

Rules of procedure

123. In accordance with decision 1994/R.2/1 (E/ICEF/1994/13 (Part II)) taken at the second regular session, the Executive Board considered the report of the Open-ended Working Group on the Rules of Procedure (E/ICEF/1994/L.17) and the recommendations of the Working Group as contained in documents E/ICEF/1994/L.18, E/ICEF/1994/L.19, E/ICEF/1994/CRP.27, E/ICEF/1994/CRP.39 and E/ICEF/1994/CRP.40, as well as document E/ICEF/1994/CRP.49. (See chap. III, decision 1994/A/10 for the recommendation as adopted by the Executive Board.)

Adoption of decisions

124. The Executive Board met on Friday, 6 May, to take action on recommendations emanating from informal consultations during the session. (See chap. III for the recommendations as adopted by the Executive Board.

125. Following the adoption of the decision on gender equality and empowerment of women and girls (see chap. III, decision 1994/A/4), one delegation said that because of increasingly difficult economic situations, many women in developing countries had been enticed by recruiters to work abroad, leaving their children to the care of relatives and friends. Many of those migrant workers did not make enough money to make trips home and sometimes did not see their children for years. Many of the children of migrant workers were neglected, falling prey to street crime and drug abuse, and vulnerable to sexual abuse and molestation. UNICEF was requested to take note of the plight of such children, particularly their psycho-social and educational needs.

126. Prior to its adoption by the Executive Board, the decision on the medium-term plan (see chap. III, decision 1994/A/1) was debated briefly, with some delegations requesting clarification as to the correct wording of the decision.

The Deputy Executive Director, Operations, said that the text, which takes note of the plan as a framework of financial projections for 1994-1997 and approves the preparation of up to $820 million in programme expenditures to be submitted to the Board in 1995, was acceptable, although different from past decisions on the subject, which also had endorsed the programme objectives of the organization. One speaker said that her delegation wanted the text to "take note of" rather than "endorse" the medium-term plan because of concerns about the format of the plan, which was too long and detailed to consider fully at the present session.

127. Regarding the decision on the situation of children in Rwanda (see chap. III, decision 1994/A/7), many delegations said that it was important that the Board take note of the situation of children and women affected by the current conflict in that country. Some delegations, however, while sharing the concern about the situation of children and women in Rwanda, voiced concern about the nature of the text and did not want to transcend the boundaries of the Executive Board, as some issues related to the conflict in Rwanda should be discussed in other forums such as the Security Council and/or the General Assembly.

III. DECISIONS ADOPTED BY THE EXECUTIVE BOARD AT ITS 1994 ANNUAL SESSION

Decision 1994/A/1. Medium-term plan for the period 1994-1997

The Executive Board

1. Takes note of the medium-term plan (E/ICEF/1994/3 and Corr.1) as a framework of financial projections for 1994-1997 (summarized in table 7);

2. Approves the preparation of up to $820 million in programme expenditures from general resources to be submitted to the Executive Board in 1995 (shown in table 6, item 5). The amount is subject to the availability of resources and to the condition that estimates of income and expenditure made in this plan continue to be valid;

3. Requests the Executive Director, in preparing general resources submissions in 1995 and future years, to take account of the views expressed by delegations on the medium-term plan, including its financial projections;

4. Further requests the Executive Director to rationalize (a) the format and presentation of his report and the medium-term plan to minimize duplication and to provide a concise overview setting out the strategic directions for which Board approval is being sought and (b) the arrangements for Board consideration of the plan at future sessions.

Decision 1994/A/2. Follow-up to the World Summit for Children

The Executive Board

1. Invites all countries to review their national programmes of action (NPAs) to ensure that the mid-decade goals are appropriately incorporated into their national planning processes, while taking into account long-term sustainability, and that sufficient priority and resources be devoted to their achievement;

2. Acknowledges its decision 1993/12 (E/ICEF/1993/14), which invited donor countries and international financial institutions in a position to do so to increase and sustain their share of official development assistance (ODA) commitment to social priority sectors, and national Governments in a position to do so to increase their share of national budgetary allocations for the same sectors, bearing in mind, as appropriate, the levels of 20 per cent of total ODA and national budgetary allocations for those sectors recommended in the 1992 *Human Development Report*;

3. Invites the Economic and Social Council to discuss thoroughly the concept of "20/20", stressing in particular poverty eradication within the context of sustainable development;

4. Recommends that those countries which have not already done so establish mechanisms for monitoring progress towards the goals of their NPAs, including appropriate high-level meetings to review the state of progress, with the participation of all sectors of civil society, including the mass media;

5. Urges the Preparatory Committee of the World Summit for Social Development to take into account the Declaration and Plan of Action of the World Summit for Children in its preparatory draft documents and notes that the Social Summit provides an occasion for the nations of the world to report on the progress being made in keeping the promises made for children at the Children's Summit, with special reference to progress being made towards the mid-decade goals;

6. Reiterates the request made to the Secretary-General at the World Summit for Children to arrange for a mid-decade review of progress being made towards implementation of the commitments of the Declaration and Plan of Action of the Summit.

Decision 1994/A/3. Ensuring child survival, protection and development in Africa

The Executive Board

1. Reaffirms its commitment to Africa as the region of greatest need and highest priority and its commitment to assist countries in Africa to fulfil the human development goals of the 1990s, as expressed at the World Summit for Children and in the Consensus of Dakar. To this end, the Board requests the Executive Director to translate this priority into reality by proposing appropriate increases in the human and financial resources allocated for country programmes in Africa;

2. Decides to maintain and strengthen its commitment and support to the United Nations New Agenda for the Development of Africa in the 1990s (NADAF) and to ensure that the inter-agency work under NADAF is linked with the implementation of the national programmes of action (NPAs);

3. Urges all Governments in Africa to finalize their strategies for implementing their NPAs and to mobilize national and international resources, including restructuring of national budgets, for their speedy implementation;

4. Urges African States, interested donors and agencies and relevant non-governmental organizations (NGOs) to develop specific programmes or compacts aimed at meeting specific goals or sets of goals within the NPAs for the well-being of children and women, while taking into account long-term sustainability;

5. Further urges African Governments to mobilize other development partners, such as the private sector and NGOs, in support of the NPAs;

6. Invites, in accordance with the Consensus of Dakar, donor countries and others in a position to do so to increase substantially and sustain the official development assistance (ODA) commitment to poverty eradication in Africa, bearing in mind, as appropriate, the levels of 20 per cent of total ODA and national budgetary allocations for social priority sectors recommended by the 1992 Human Development Report;

7. Decides to increase its efforts in mobilizing additional resources from both private and public sources for programmes in Africa through, *inter alia*, strengthening its cooperation with multilateral and bilateral funding institutions including the World Bank and the African Development Bank (AfDB);

8. Further urges donor countries and international financial institutions to consider all possible measures to reduce the official debt burden of African countries, including debt cancellation and debt conversions, and further calls upon UNICEF to advocate at the highest possible levels for the reduction of African bilateral and multilateral debt;

9. Calls upon international financial institutions, donors and African Governments to improve the performance of structural adjustment policies in alleviating poverty, and to undertake measures to reduce the adverse impacts of those policies on affected households;

10. Calls upon the Executive Director to increase the involvement of recipient country nationals and institutions, both governmental and non-governmental, in the development, management, implementation, monitoring and evaluation of UNICEF-assisted programmes;

11. Further calls upon the Executive Director, within the UNICEF mandate and in collaboration with other relevant agencies, to strengthen support to emergency preparedness activities in all African countries to reduce vulnerability to natural and man-made disasters;

12. Requests the Executive Director, within the UNICEF mandate and in collaboration with other relevant agencies, to incorporate human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS) as an important element of country programme recommendations, within the contexts of NPAs, given the considerable impact that HIV/AIDS is projected to have on child survival, protection and development in Africa;

13. Requests the Executive Director to strengthen collaboration, within the UNICEF mandate, with the Organization of African Unity, the United Nations Economic Commission for Africa, AfDB, as well as subregional organizations such as the Economic Community of West African States, the Preferential Trade Area for Eastern and Southern Africa, the Economic Community of Central African States, the Southern African Development Community and the Maghreb Arab Union, in the implementation of the Consensus of Dakar, taking into account the memorandums of understanding signed by the Executive Director with some of those organizations;

14. Requests the Executive Director to initiate the establishment of formal relations of cooperation with the Government of South Africa as soon as possible and to assist the Government to establish programmes for children and women, within the overall mandate of UNICEF;

15. Requests the Executive Director to report on progress made in the implementation of the current decision on ensuring child survival, protection and development in Africa to the Executive Board in 1995.

Decision 1994/A/4. Gender equality and empowerment of women and girls

The Executive Board

1. Endorses the conclusions of the policy review on gender equality and empowerment of girls and women, as contained in document E/ICEF/1994/L.5, and requests the Executive Director to give a high priority to the following actions in UNICEF efforts to promote gender equality and gender-sensitive development

programmes, taking into account the special needs of individual countries and, inter alia, the provisions of the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination Against Women:

(a) Developing gender-sensitive indicators in each sectoral area of development and setting gender-specific goals in the national programmes of action as an essential measure for introducing early action to eliminate the discrimination faced by girls and women in all stages of their life cycle and the achievement of the mid-decade goals and universal goals of the World Summit for Children;

(b) Strengthening the integration of gender concerns in country programmes by adopting (i) the life cycle perspective in addressing the gender-based disadvantages and eliminating disparities that exist at each stage of the life cycle of girls and women, with special attention to the development needs of girls in the age groups 0-5 years, 6-12 years and 13-18 years; and (ii) the use of the Women's Equality and Empowerment Framework as the conceptual and operational tool in the planning, implementation and evaluation of programmes;

(c) Promoting the ratification and implementation of the Convention on the Elimination of All Forms of Discrimination Against Women, together with the Convention on the Rights of the Child, recognizing the complementarity of the two Conventions as the foundation for action for gender equality and the empowerment of girls and women;

(d) Supporting specific actions and strategies for promoting gender equality within the family, sharing of parental responsibilities between men and women, addressing gender concerns in emergency situations, activities for special target groups of girls and women, such as those in poverty households and in especially difficult circumstances, policy-oriented research, organized participation of women at all levels, capacity-building and the mobilization of youth for bringing about a more gender-equitable society in the future;

(e) Ensuring that priority is given to the integration of gender issues in development programmes through the establishment of appropriate mechanisms for regular monitoring of the implementation of the actions set out above, assigning responsibilities for implementation, and enhancing capacities and resources for implementing the programme thrust on gender and development. In this regard, increased support of the donor community for country programmes and regional and global advocacy, networking and technical support is essential;

2. Requests the Executive Director to review the proportion of resources to be allocated to supporting gender equality and empowerment of girls and women from the projections in the medium-term plan for the period 1994-1997 (E/ICEF/1994/3 and Corr.1) in order to take into account specifically the policy review on gender equality and empowerment of girls and women;

3. Further requests the Executive Director to participate actively in the preparation of the Fourth World Conference on Women, giving special attention to the actions noted above and emphasizing the synergy between the principles of gender equality and gender-sensitive national development and the goals of the World Summit for Children.

Decision 1994/A/5. Emergency operations

The Executive Board

1. Recognizes that there is need for greater consistency, clarity and transparency in the presentation of budgetary information on the use of emergency funds;

2. Requests the Executive Director to submit a report to the first regular session of 1995 on the proportion of emergency funding which also contributes to meeting UNICEF development objectives;

3. Further requests the Executive Director to avoid as much as possible the use of Emergency Programme Fund resources for long-term emergency preparedness activities and requests the Executive Director to incorporate these activities as appropriate into country and regional programmes;

4. Requests the Executive Director to submit a report to the first regular session in 1995 on the UNICEF contribution to the implementation of General Assembly resolution 48/57 of 14 December 1993 concerning the strengthening of the coordination of humanitarian assistance.

Decision 1994/A/6. Land-mines

The Executive Board,

Recalling General Assembly resolution 48/7 of 16 December 1993 entitled "Assistance in mine clearance", in which the Assembly states that it is gravely alarmed by the increasing presence of mines and other unexploded devices as a result of armed conflicts,

Taking note of the statement of 8 March 1994 by the Executive Director to the Commission on Human Rights,

1. Thanks the Executive Director for drawing to the Board's attention the devastating impact on children and women of land-mines and unexploded devices which serves to impede the work of UNICEF on behalf of the most vulnerable members of society;

2. Welcomes the decision of the General Assembly in resolution 48/7 to include in its provisional agenda of its forty-ninth session the item entitled "Assistance in mine clearance".

Decision 1994/A/7. The situation of children in Rwanda

The Executive Board,

Extremely disturbed by reports of death, suffering and deliberate violations of the rights of children in Rwanda,

Expresses appreciation for the UNICEF secretariat's relief efforts in Rwanda and the strong collaboration of UNICEF staff with United Nations agencies under the coordination of the Department of Humanitarian Affairs and with non-governmental organizations and calls on the Executive Director, in cooperation with the international community, to ensure a concrete and continued response to the immediate and long-term needs of the suffering children of Rwanda, including those who have become displaced and refugees.

Decision 1994/A/8. Follow-up to the multi-donor evaluation

The Executive Board,

Having considered recommendations contained in the multi-donor evaluation of UNICEF,

1. Reaffirms that the recipient Government has the primary responsibility for the formulation of its country programme, as well as for the coordination of all types of external assistance, in order to integrate effectively the assistance into its development process;

A. UNICEF OVERALL PROGRAMME OBJECTIVES AND STRATEGIES

2. Stresses the importance of UNICEF further defining, within the overall goal of sustainable child survival and development, its advocacy role, as well as the scope of, and interlinkages among, the following three programme strategies:

(a) Strengthening national programmes for children through capacity-building, that is, through building capacity for sustained programme delivery, with a focus on systems development, organized training, management support and public participation in operations and maintenance;

(b) Support for the delivery of social services, that is, through well-defined technical interventions which are aimed at reaching the largest possible number of beneficiaries, currently through vertical structures, but increasingly through integrated service packages;

(c) Empowerment of children and women, that is, through development of knowledge and skills, the promotion of target group organization and participation in decision-making and the strengthening of cooperation within civil society;

3. Urges that these strategies should be applied, as appropriate, in accordance with the priorities and plans of national Governments, throughout the broad range of UNICEF field activities, including, inter alia, in the areas of:

(a) Development of sustainable systems in the social sectors;

(b) Gender analysis;

(c) Promotion of the rights of children and women;

(d) Programmes involving national coverage ("going to scale"), such as immunization programmes;

(e) Training and process support;

(f) Target group strengthening and involvement in all aspects of programme planning, implementation and evaluation, as well as in the maintenance of service systems;

(g) Cooperation with local non-governmental organizations;

(h) Programmes in the areas of health and nutrition, water and sanitation, women in development, education and emergency response;

4. Decides that the mix and weight given to programme objectives, programme strategies and priority sectors should be determined through the specific country programming process based on priorities and plans of the recipient Government and on an in-depth assessment of available choices within each country, the national programmes of action and, where in place, within the broader framework of the country strategy note;

5. Requests the Executive Director to:

(a) Develop a general strategy document on capacity-building, empowerment, service delivery and advocacy; improved programme designs for all UNICEF priority sectors, taking into account all three strategy elements; and a strategy paper on emergency assistance based on all three strategy elements and taking into account the role of UNICEF within the United Nations system and the need to strengthen linkages between UNICEF emergency work and its development goals;

(b) Present a status report on the subjects mentioned above to the September 1994 session of the Board and a full report on these subjects to the first regular session of 1995;

(c) Present to the appropriate session of the Board in 1995 one or more example(s) of country programme(s) incorporating all applicable issues outlined in this resolution;

(d) Report to the Board, as an integral part of the response to the requests mentioned above, as to which operational strategies and concrete measures the secretariat intends to introduce to adjust UNICEF's own organizational capacity;

B. INTER-AGENCY COORDINATION AND COLLABORATION

6. Stresses the importance it attaches to the mechanisms for coordination at the field level established in General Assembly resolution 47/199 of 22 December 1992;

7. Further stresses the need for enhanced coordination and collaboration between UNICEF, the United Nations and other relevant organizations at all levels, and the importance of focusing these collaborative efforts, at this stage, on policy and programme coordination and technical dialogue;

8. Requests the Executive Director, in close cooperation with the United Nations system, to continue giving support to capacity-building of recipient Governments in the coordination of international assistance in UNICEF-related fields;

9. Emphasizes the importance it attaches to system-wide coordination of humanitarian emergency assistance, under the leadership of the Emergency Relief Coordinator, in order to facilitate an effective response to natural disasters and other emergencies by the United Nations system at Headquarters and normally through the resident coordinator system at the field level;

10. Requests the Executive Director in this context to identify measures to strengthen further coordination mechanisms with the United Nations and other relevant organizations;

C. UNICEF ACCOUNTABILITY

11. Confirms that the accountability of UNICEF will be one of the major elements in the management review focusing attention on the respective accountabilities of the Board and the secretariat and, *inter alia*, on the six identified key areas:

(a) Funds;

(b) Country strategy and programme;

(c) Inputs to UNICEF-supported programmes;

(d) Outputs of UNICEF-supported programmes;

(e) Impacts and effects of UNICEF-supported programmes;

(f) National/global indicators;

12. Stresses the relevance of General Assembly resolution 47/199 on the triennial policy review of operational activities as well as ongoing efforts of UNICEF to implement paragraphs in that resolution aimed at improving accountability;

13. Decides that a new open-ended working group, with the mandate to continue the work initiated by the Working Group established by decision 1993/6 (see E/ICEF/1994/14), should be established and that that working group will address, *inter alia*, accountability questions arising from the management review;

14. Further decides to schedule meetings, as appropriate, between the open-ended working group and the management review consultants to discuss questions pertaining to UNICEF accountability, as outlined in the management review's terms of reference, as well as the relevant sections of the draft outline of the consultant's final report;

15. Requests the working group to report back to the Board on its findings no later than the annual session in 1995.

Decision 1994/A/9. Greeting Card and related Operations work plan and proposed budget for 1994

A. Greeting Card and related Operations budgeted expenditures for the 1994 season

The Executive Board

1. Approves for the fiscal year 1 May 1994 to 30 April 1995 budgeted expenditures of $77.0 million as detailed below and summarized in revised column II of annex VI to document E/ICEF/1994/AB/L.6 (E/ICEF/1994/CRP.36 and Add.1):

	(In millions of United States dollars)
Director's Office	1.0
Product Line and Marketing	39.5
Market Development Programme	5.0
Private Sector Fund-raising	5.3
Fund-raising Development Programme	5.0
Operations and Finance	12.8
UNICEF field offices	7.1
Subtotal a/	75.7
Central and Eastern European National Committees Development Programme	1.3
Total expenditures - consolidated b/	77.0

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a/ For details, see tables 3, 5, 7, 9 and 11.

b/ For details, see table 1.

2. *Authorizes* the Executive Director:

(a) To incur expenditures as summarized in revised column II of annex VI to document E/ICEF/1994/AB/L.6 and to increase the expenditures up to the level indicated in column III of annex VI to the same document, should the apparent net proceeds increase before and during the season necessitate, and, accordingly, to reduce expenditures below the level indicated in revised column II to the extent necessary, should the net proceeds decrease;

(b) To transfer funds when necessary between the various budgets as detailed under paragraph 1 above;

(c) To spend an additional amount between Executive Board sessions, when necessary, owing to currency fluctuations, to ensure the continued operation of the Greeting Card and related Operations (GCO).

B. Budgeted income for the 1994 season

The Executive Board

Notes that for the fiscal year 1 May 1994 to 30 April 1995, GCO net proceeds are budgeted at $187.2 million as shown in revised column II of annex VI to document E/ICEF/1994/AB/L.6.

C. Policy issues

The Executive Board

1. *Approves* the changes in posts with a net reduction of 38 posts as indicated in table 2 in document E/ICEF/1994/AB/L.6;

2. _Renews_ the Fund-raising Development Programme for an additional five-year period with $5 million established for 1994;

3. _Establishes_ the Market Development Programme for a five-year period with $5 million established for 1994;

4. _Authorizes_ the implementation of the decreasing scale of retention for Central and Eastern European National Committees for UNICEF as recommended in paragraph 22 of document E/ICEF/1994/AB/L.6;

5. _Authorizes_ the consolidation of production facilities in North America and Europe, subject to a thorough review of the impact of this consolidation at an appropriate session in 1996;

6. _Requests_ the Executive Director to expedite the procedures required to implement decision 1993/24 C.1 and C.2 with effect in the 1994 (GCO) budget year and to report on the implementation thereof to the third regular session of the 1994 Executive Board;

7. _Recommends_ that, with a view to providing more information on the evolution of income and expenditures, the budget documents should incorporate the key performance indicators over a five-year period, including the provisional results of the preceding year when they become available;

8. _Recommends_ that the secretariat provide, as an addendum to the GCO work plan and budget, key tables comparing the future year's budget with the latest provisional results;

9. _Requests_ the Executive Director to consider the possibility of the extension of the Central and Eastern European National Committees Development Programme in light of Executive Board decision 1994/R.2/9 (E/ICEF/1994/13 (Part II)) on UNICEF policy for Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States, as well as the comments made by the delegations during the second regular session of the Executive Board in 1994.

Decision 1994/A/10. _Rules of procedure_

The Executive Board

Decides that, in view of United Nations General Assembly resolution 48/162 of 20 December 1993, the following rules of procedure (E/ICEF/1994/L.18, as amended by E/ICEF/1994/CRP.27, E/ICEF/1994/CRP.39, E/ICEF/1994/CRP.49 and E/ICEF/1994/CRP.40) will replace the existing rules of procedure as contained in document E/ICEF/177/Rev.5 and Corr.1, with effect as of 1 July 1994.*

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* The revised rules of procedure as approved in this decision are contained in document E/ICEF/177/Rev.6.